

ENTREPRENEURIAL RESILIENCE AND BUSINESS GROWTH OF SMALL AND MEDIUM ENTERPRISE IN MAKURDI METROPOLIS

Christian Amadi Ph.D¹ and Emmanuel Nwokah Ph.D²

E-mail: chichrist_ama@yahoo.com

^{1 & 2} Department of Business Administration, Federal University Wukari, Taraba State, Nigeria

ABSTRACT

This study examined the effect of entrepreneurial resilience on the growth of small and medium enterprises in Makurdi metropolis. Guided by a cross sectional research design, data was obtained from 352 managers of various kinds of small and medium enterprises in Makurdi metropolis using a structured questionnaire. Descriptive statistics with tables and percentages were used to group the reactions of the respondents to the questions that were asked, while multiple linear regressions was used to test the hypotheses formulated for the study. The findings revealed that the extent of entrepreneur resourcefulness, pro-activeness and his situational awareness has a positive and significant effect on the growth of small and medium enterprises. The study therefore demonstrates the predictive ability of entrepreneurial resilience to influence the growth of small and medium enterprises. The insight generated provides definitive empirical evidence that confirms that the growth of small and medium enterprises can be improved through the blue prints of entrepreneurial resourcefulness, pro-activeness and situational awareness. The study recommends that any entrepreneur who is desirous of growth in his/her enterprise should be resourceful, proactive and be aware of the situation surrounding the enterprise.

Key words: Entrepreneurial resilience, growth, resourcefulness, pro-activeness, and situational awareness, small and medium enterprises

INTRODUCTION

Every enterprise, be it small or medium wishes to grow its areas of business operations. Growth is an important concern by entrepreneurs and management of firms. The stagnancy of an enterprise's operations poses a potential threat to its existence. Thus, it is demanding of entrepreneurs of firms to ensure they put in modalities that would help their enterprise grow, and as well be at a competitive edge in its industry amidst controllable such as planning, finance, management, employees, and uncontrollable (such as political, cultural, economical, legal, natural disaster, etc) forces or disruptions. Small and medium enterprises are continuously seeking ways to grow their operations and performance especially in core areas of business such as market, finance, management competency and innovation. This is because their sustainability lies in their growth. Presently, small and medium enterprises are facing a lot of challenges as a result of current high rate of inflation and consequences of fuel subsidy removal, high interest rate, making it difficult to access fund from banks, spike in the cost of materials, high tax and others. These challenges have made a lot of entrepreneurs to give up in their aspiration to have a successful business enterprise. Despite some entrepreneurs failing to continue in their business operation, there are some who are still into business as a result of their entrepreneurial resilience arising from pro-activeness, resourcefulness and situational awareness which has brought about entrepreneurial resilience of this study.

Entrepreneurial resilience refers to entrepreneurs' ability to adapt to changes in their business environment and rebound after experiencing adverse situations (Bullough, Renko & Myatt, 2014). It is also a process of vibrant adaptation, which enables entrepreneurs to constantly direct a futuristic aspiration despite volatile conditions of a market. (Ibini, Henry and Olanye, 2020). Entrepreneurial resilience is the ability of entrepreneurs to continue in the face of difficulties and to bounce back from adversity (Reivich, Seligman and McBride, 2011). In the light of the above, this

paper conceptualizes entrepreneurial resilience as an entrepreneur's ability to adjust before and after an adversity in its business caused by internal or external forces. It is important to note that resilient entrepreneurs attain higher degree of growth instead than the less resilient ones (Hayward, Forster, Sarasvathy and Fredrickson 2010). In this present Nigeria where political and economic environment environmental forces has disrupted many business activities, it is germane for entrepreneurs to adopt resilient strategies and tactics that would keep the operations of their enterprise booming, with the intent to increasing their growth metrics. Tough challenges are surmounted by entrepreneurial resilience, which often comes with challenging circumstances. Being resilient requires pro-activeness and sourcing resources to promote enterprises' operations and growth.

Pro-activeness refers to intentions of anticipating and taking actions to intending problems or predictions rather than waiting until the problem or predictions surfaces before solving it. It calls for taking action to make changes rather than reacting to things that happen. Entrepreneurs who are proactive look to the tendency to delineate constructive plans and work towards it to avoid a potential disruption in the operations and performance of the business. Enhancing competitive advantage, or entrepreneur are expected to take advantages of the market ahead of the rival competitors by introducing strategies and measures that would help address potential problems that are likely to imping on the operations of the business ((Ibini et al., 2020; Yu-Ming, Wan Qin, San-Bing, Zhen, Yu and Quan 2018; Jia, Zhao, Yu and Wang, 2013).

Resourcefulness refers to entrepreneurs' ability to turn circumstances around and make progressive move for the firms' benefits. Resourcefulness is behavioural in nature as it has to do with actions that ensure the optimum use of scarce resources which are molded by the commitment of the manager and entrepreneur to promoting business fruition (Powell & Baker, 2011). It has to do with being able to turn unusual problems into stepping stones for effective operations by management of firm. It also denotes entrepreneur's ability to put available resources to efficient use in such a way that business operates amidst difficulties. Having cultured from displeasures which enhance entrepreneurs' poise and readiness, it is important to note that entrepreneurs require resources to drive business operations during easy and difficult times. Business resources which cut across human and non-human resources are essential to drive business aspirations. Their availability and adequacy are important too. Friends, family, relatives, social networks' peers and financial/non-financial institutions are a basic part to sourcing for resources that would keep the business going even in times of difficulty. In the course of being resourceful or sourcing for resources, it is vital to note that the entrepreneur's credentials and pedigree play pertinent roles in the process of procuring resources to effect operations amidst difficult times (Vuong & Napier 2014).

Situation awareness was first used in connection with the military where pilots are required to understand, assimilate and act on large volumes of information in order to perform their roles (Endsley, 1995) in (Tamunomiebi, 2018). McManus (2007) in (Tamunomiebi, 2018) described this as the measure of an organization's understanding and perception of its entire operating environment. The ability of an organization to look forward for opportunities, identify crises and their consequences accurately and also understand the trigger factors for crises. Situation awareness also includes organizational awareness of the resources it has available, its minimum operating requirements and the expectations, obligations and limitations in relation to its community of stakeholders, both internally (Staff) and externally (Customers, suppliers, consultants etc.).

Small businesses play a significant role as the mainstay of the economic activities in terms of employment generation, national growth, poverty reduction and economic development of global economies including Nigeria (Kadiri, 2012). According to Kadiri (2012), small businesses both in the formal and informal sectors employ over 60% of the labor force in Nigeria. Various entrepreneur's startup new businesses every now and then, however, no sooner are they established that they fold up mostly within the first few years of operation. This has led to the rising interest in the field of small and medium enterprise growth by researchers.

STATEMENT OF THE PROBLEM

Business organisations (inclusive of SME) must prepare and adapt to change and disruption in order to survive and excel. These disruptions are often caused by internal and external factors militating against the smooth operations of small and medium scale enterprises to include lack of constant power supply, insecurity, multiplicity of taxes and levies by government agencies, change in customers tastes and preferences, natural disasters, mismanagement and pilfering, poor government policies and so, thus leading to problem of heavy financial burden on small and medium scale enterprises, poor return etc. while the business environment may be beyond the control of the entrepreneur, the actions and behavior of the entrepreneur are considered its own responsibility. Hence, expectations are placed on the entrepreneur to be more proactive, resourcefulness and be vigilant for situation awareness, and be willing to take risk in its activities, services and engagement with the market.

Based on the foregoing and the observed imperative of entrepreneur resilience in the functionality of organizations, this study therefore examined the effect of entrepreneur resourcefulness, pro-reactiveness, situational awareness as dimensions of entrepreneurial resilience on the growth of small and medium scale enterprises in Makurdi, Benue State

OBJECTIVES OF THE STUDY

The main purpose of the study is to examine the effect of entrepreneurial resilience on the growth of small and medium enterprises, with the following specific purposes

1. To examine the effect of resourcefulness on the business growth of small and medium enterprise
2. To assess the effect of pro-activeness on the business growth of small and medium enterprise
3. To investigate the effect of situational awareness on the business growth of small and medium enterprise

REVIEW OF RELATED LITERATURE

CONCEPT OF ENTREPRENEURIAL RESILLIENCE

The concept of resilience can be applied also to entrepreneurs, as they frequently have to deal with unexpected events that endanger the performances or even the survival of their firms. Setbacks happen because environmental disasters, financial crisis, new competitors or disruptive innovations upset the strategies, and consequently the usual performances of firms (Duchek, 2018). Resilience is an essential quality for entrepreneurs as it helps them to face difficult periods or working failures, allowing for the possibility to start over stronger than before (Hayward et al., 2010). The ability to bounce back quickly from setbacks or capitalize on positive developments is a hallmark of resilient people (Hallack, Yang and Waheed, 2018). Denyer (2017) had advanced that organizational resilience is indispensable in helping businesses grow and in ensuring they continue as a going concern. This is in line with the general opinion that for an entrepreneur to build a viable venture he/she must develop resilience (Ayala & Manzano, 2014; Bullough, et al., 2014). Also, the ability to weather external crises and maintain continuous economic development is at the heart of what is meant by the term "entrepreneurial resilience" (Santoro, Quaglia, Pellicelli, and De Bernardi, 2020). Entrepreneurial resilience conceptually explains why at some point, some investors quit the scene while some swim the tide for success. Yemisi and Robert (2017) suggest that entrepreneurial flexibility is a significant paradigm in entrepreneurship for several explanations. First, its ability to capture cognitive processes that define how an entrepreneur completely faces the experiments and hindrances related to entrepreneurship and new undertaking creation. Provision of insight into why some firms survive while others fail is the second. Third, the investigation has shown that emotional flexibility can be advanced, hence entrepreneurial resilience can be communicated in entrepreneurship. It allows the entrepreneur to remain hopeful in the face of difficult market circumstances and surprising encounters (Ayala and Manzano, 2014). Yemisi and Robert (2017)

postulated that resilient entrepreneurs are superior to steer the firm performing poorly from the advantage of dissatisfaction and finally to accomplishment, as their readiness to keep on with the commercial may suggest their purpose in the first instance to make thing work. Therefore, an entrepreneur is said to prepare for success only when he is ready to adapt quickly to change and deal with uncertainties in business. (Ayala and Manzano, 2014).

Conceptual Review

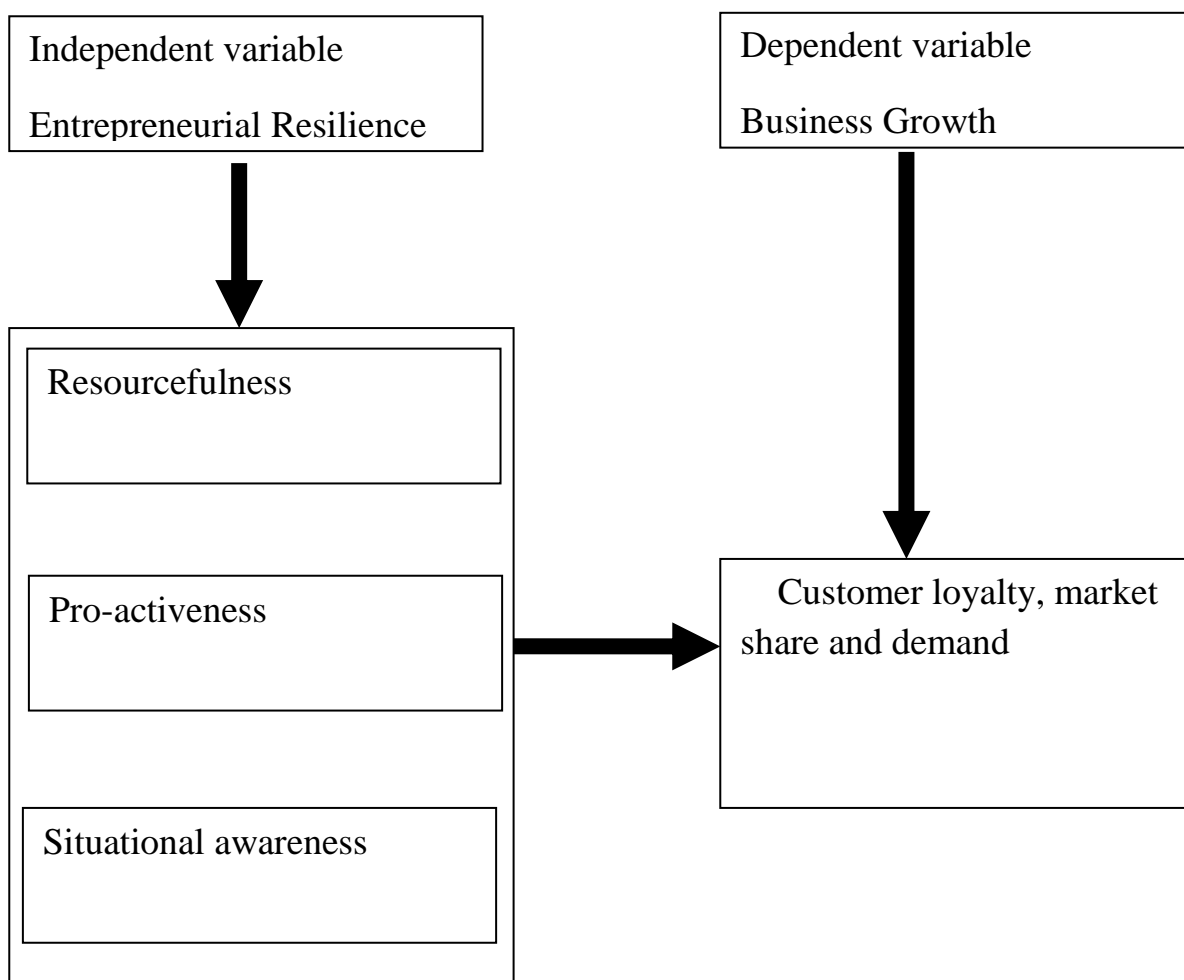


FIGURE 1: Conceptual model
Source: Researchers’ model, 2024

DIMENSIONS OF ENTREPRENEURIAL RESILIENCE

Resourcefulness

Capabilities are about resourcefulness skills and resources the businessperson holds to regulate the different contrary conditions they have to face (Juan-Carlos and Guadalupe, 2014). Resourcefulness connotes the ability of businesspersons to turn situations in which they find themselves around and make positives out of it. (Powell and Baker, 2011). Selfefficacy is the decision to convert to a businessperson beneath an innovative concern. The experiences here oftentimes are stack realities for a beginner who must face it. (Cope 2011; Baron, Vuong and Napier, 2014). Having cultured from disappointments which enhances entrepreneurs' confidence and preparedness it is a well-known that resources and capital are crucial to entrepreneurial choices in the start-up phase. Friends, family, relatives and social networks' peers are a basic part of the game (Chang et al. 2009)

as the social relationship offers further authenticity to new venture (Nagy et al. 2012). The rising trend of crowd funding further emphasizes the traditional factors (Mollick 2014) most likely because entrepreneurs and new ventures will likely need to present their credentials to gradually gain credibility (Hannan and Freeman 1984 in Quan, Thu, Thu and Thu, 2016). Credentials play relevant roles in the process of acquiring in the beginning stages what entrepreneurship resources (Vuong and Napier 2014). Though capitals are essential in establishing the general power of a business undertaking, the capital-acquiring game can appear unsafe too. Around, there appear a confirmation signifying the influence of "unhelpful formation" when and where the huge emphasis on capitals is joined with the rising costs of quality resources and constant lack of innovation capacity, leading business to continuously dilapidating efficiency and finally financial distress (Vuong and Napier 2014). Brush, Edelman and Manolova (2008) in Quan, et al (2016) argued that assembling different types of resources is directly related to the likelihood of the first sale. However, greater aspiration of resources is not inevitably connected to attainment of sales but rather related to ambitions (Bosma, Schutjens and Stam 2009 in Quan, et al 2016). The formation of initial planned tasks thus becomes together challenging and significant while some entrepreneurs believe in the value of their "homework" such as making the greatest obtainable commercial strategy (Vuong and Napier 2015)

Pro-activeness

Pro-activeness looks to the propensity for enterprises to take the constructive advertising plan foremost plan to present novelty in products, processes, technologies, and services to exceed the contenders (Yu-Ming, et al., 2018). Gaining competitive advantage, organisations must take advantages of the market ahead of the rival competitors by introducing innovations and products that can give the leadership advantage. (Jia, et al., 2013). Thus, enterprises with proactiveness tend to find new market opportunities more easily and take speedy action on these opportunities, and then bring innovative performance to enterprises (Wiklund and Shepherd, 2005 in Yu-Ming, et al 2018). Enterprises with pro-activeness are more expected to have quicker environmental scanning speeds and stronger opportunity recognition capability and discovery ability than another enterprise (Anand and Khanna, 2000 in Yu-Ming, et al 2018). In the face of possible development opportunities, firms will act in advance to rapidly get information resources from the outside world (customers, markets, competitors etc.) (Keh, Nguyen and Ng, 2007 in Yu-Ming, et al 2018). With a high absorptive capacity, firms can understand these information resources accurately and speedily, integrate the acquired information resources with their existing knowledge more effectively, and promote the transformation of new knowledge. The efficiency of transforming this knowledge into products and services increases, which can improve enterprise innovation performance. If pro-activeness is understood as acting in anticipation of future problems, needs or changes", as such it may be crucial to an ER because it suggests a forward-looking perspective that is accompanied by innovative or new-venturing activity. Although pro-activeness is closely connected to competitive aggressiveness, there is a vital difference between it and pro-activeness. Pro-activeness deals with how an enterprise relates to market opportunities in the process of new entry, so it is to influence trends and even create demand. Al-Dhaafri, Cotei and Farhat, (2013) view pro-activeness as the willingness of a company and their ability to expect new development. Intuitiveness is the capability of the entrepreneur to start motivating the firm employee's to do something useful, which adds value to him, society and the organization (Murad and Rula, 2015).

Situational awareness

The term situation awareness was first used in connection with the military where pilots are required to understand, assimilate and act on large volumes of information in order to perform their roles (Endsley, 1995) in (Tamunomiebi, 2018). McManus (2007) in (Tamunomiebi, 2018) described this as the measure of an organization's understanding and perception of its entire operating environment. The ability of an organization to look forward for opportunities, identify crises and their consequences accurately and also understand the trigger factors for crises. Situation awareness

also includes organizational awareness of the resources it has available, its minimum operating requirements and the expectations, obligations and limitations in relation to its community of stakeholders, both internally (Staff) and externally (Customers, suppliers, consultants etc.). SA is important in order to make the right decision at the right time. Attention to and knowledge of SA increase safety and reduce errors in high-risk organizations (Endsley & Jones, 2012).

Situational awareness in the business world is a multidimensional concept that extends beyond mere observation of the immediate environment. It is the synthesis of three core principles: perception in the corporate sphere, comprehension and strategic insight, and projection and forward planning. Each principle plays a pivotal role in enabling businesses to navigate the complexities of the market and the internal dynamics of their operations. Understanding and applying these principles can significantly enhance a company's strategic agility and operational resilience (LinkedIn, 2024).

THEORETICAL FRAMEWORK

Theory of Thriving

This work is based on theory of thriving. The theory was postulated by Haight, Belli, Sohn and Toussaint (2002). According to Haight et al. (2002), the assumptions of the theory states that humans grow and change, humans are open and freely choosing beings, humans are in mutual process with the environment there by creating patterns of relating. Thriving is an open process humans experience throughout the life span either positively or negatively, thriving is a process of human-environment interactions and humans can describe their own experiences in ways that enhance knowledge of human thriving.

The implication of the above theory is that entrepreneurs will thrive through continuous mutual process with the human and nonhuman environment. The human and nonhuman environments provide for companionship, variety, diversity, harmony, spontaneity, and the opportunity for mutual interactions to facilitate thriving (Haight et al., 2002). The theory bears it that the uniqueness or exclusiveness of an entrepreneur's reaction to disaster, misfortunes, adversities, harsh situations, disturbances, and/or demanding situations being in large part decided with the aid of using the precise which means given to them as a result of self-experience, tenure, schooling and exposure (cognitive, reflective, emotive, and non secular assets), interpersonal reports and expectations; and socio-economic, and cultural views (Ledesma as cited in Chukuigwe & Opara, 2020). Correspondently, thriving explores numerous views in the wish of looking for solutions to why positive entrepreneurs thrive following a disaster or demanding situations at the same time as others fail. This is why, it changed into cited that thriving is essentially decided with the aid of using an entrepreneur's resilience capability according to time as a result of their pro-activeness, resourcefulness, standards, efficiency, and vigor" which regulates an entrepreneur's reaction to harsh situations and disturbances. It is important to note that as entrepreneurs grow in the midst of adversities and misfortunes it is expected of them to be resilient so as to grow their enterprises via sales growth and business expansion.

REVIEW OF EMPIRICAL STUDIES

Ayala and Manzano (2014) tested whether a connection exists between resilience dimensions and the success of established entrepreneurs in the Spanish tourism sector, and whether any gender specific differences exist. Resilience of subjects was measured 5 years before the followup data was collected. The results showed that the three dimensions of resilience (hardiness, resourcefulness and optimism) helped to predict entrepreneurial success. The key factor in predicting the success of the entrepreneur was resourcefulness. This could be said about both men and women. However, the ability to predict entrepreneurial success of those who have hardiness and optimism was different for men and women. The influence of optimism on the success of their businesses was greater for women than for men. Conversely, to determine which factors are most important for the success of a startup with a radical innovation in the first three years. Groenewegen and de Langen (2012) designed a conceptual model in which three main factors determine the success of growth:

the uniqueness of the advantages of the innovation, the startup organization characteristics and the person of the entrepreneur. A survey was setup with startup companies which are not older than fifteen years and which are active in a diversity of segments. A correlation analyses was done based on 75 respondents. They found that the uniqueness of the advantages of the innovation, customer proactiveness, multiple founders and a relevant social network have a positive influence on turnover growth but not on employment growth. Brunel, Karaöz and Mendonça (2014) examined whether founders' backgrounds influence new firm survival in the early years after startup focusing in particular on the impact of unemployment driven entrepreneurship. For entrepreneurs who left their previous employment to found a new firm, both general and specific human capital play a key role in enhancing early survival chances. However, various forms of human capital have little effect on early survival of unemployment driven entrepreneurs, who rely mostly on previous entrepreneurial experience to persevere. Results suggest that pre-entry capabilities play an important role in the early success of opportunity-based entrepreneurs, but have little influence on the early success of necessity-based ones. Hadjielias, Christofi and Tarba (2022) draw on the concept of psychological resilience and focusses on individual owner-managers to the end of examining business resilience in the context of the COVID-19 pandemic. They conducted a longitudinal qualitative study, collecting data from 35 small business owner-managers between April and December 2020. Their findings—which provided insights into the micro-underpinnings of the resilience exhibited by small business in response to the COVID-19 pandemic—illustrate the responses and resilient qualities of owner managers at both the personal and leadership levels, which facilitate resilient actions at the small business level. By drawing on a psychological perspective, their study provides a novel conceptualization of small business resilience at the person-role-organization nexus. Owenvbiugie (2020) assessed the influence of resilience skill for the survival of SMEs in Edo State. Two research questions guided the study, while research question two was hypothesized and tested. 236 respondents were used using a proportionate sampling technique from a population of 1117 business owners. This is 23.63% of the population. A descriptive survey was used. A reliability coefficient of 0.77 was obtained with the use of Cronbach alpha formula. Data were obtained with the aid of a questionnaire. The research question was answered with mean, while testing for the hypothesis. From the result, it was discovered that resilience skill influences SMEs survival. The two groups of entrepreneurs used for the study did not show any significant difference in possession of resilience skill for SMEs survival. It was concluded that entrepreneurs to a high extent need resilience skills. It was also concluded that males do not differ significantly from female entrepreneurs in possessing resilience skill for SMEs survival. Consequently, it was recommended that appraisal of SMEs operations should be on a consistent basis to check for lapses, make improvement and increase customers' goodwill, among others. Mberi (2018) aimed to understand the meaning of entrepreneurial resilience, establish its key influencing factors and identify mechanisms to harness and nurture entrepreneurial resilience to create sustainable business ventures. The primary data collection method was semi-structured interviews. A total of 16 interviews were conducted with founding entrepreneurs who have been in business for a few years. Data was analysed manually through listening to interview audio recordings and making summary notes in Microsoft excel from which themes were derived. Entrepreneurs' self-factors and venture factors emerged as the two main groups of factors driving entrepreneurial resilience. Entrepreneur self-factors comprised of passion, personality traits, support systems (friends and family), vision, belief system and a network whilst venture factors included support systems (employees), financial resources and structures of the venture. An "Entrepreneurial Resilience Influencers Model" was developed, which integrates the key factors affecting entrepreneurial resilience and assists entrepreneurs to influence, harness and nurture their resilience to create sustainable business ventures.

GAP IN THE LITERATURE

Subject gap: there are so many variables for use in the measurement of entrepreneurial resilience such as management vulnerability, adaptation, risk taking and many more, but this study adopted

only 3 dimensions of entrepreneurial resilience viz; situational awareness, pro-activeness and resourcefulness which indicates the existence of gap. Further studies should explore other dimensions rather than the ones used here

Gap in the methodology: there are various methodological approach can be employed in the course of research such as longitudinal design, qualitative method, mix method, ex-post fact design. Other methods are secondary sources of data, statistical analysis such as correlation, structural equation modeling and many more, but this study adopted the quantitative study, with the aid of cross sectional survey design. It is recommended that further studies can adopt other methods other the ones used here.

Geographical gap: the research has identified gap in the area of study or geographical differences. Some of the past studies were done outside Nigeria environment. A study both of empirical and theoretical framework that concentrates on Makurdi was lacking. This is to bridge the gap in literature

METHODOLOGY

RESEARCH DESIGN

The research designed adopted for this study was cross-sectional survey design. Cross-sectional research design enabled the researcher to obtain data from target respondents at a single period of time, thereby minimizing the time and effort spent in data collection (Olsen & George, 2004). The research design also enabled the researcher to collect data that provided a current snapshot of how the study variables are associated.

POPULATION OF THE STUDY

The population of this study comprised of all registered Small and medium Enterprises in Makurdi metropolis, Benue State. According to report by National Bureau of Statistics (2023), the population of registered Small and medium Enterprises in Makurdi metropolis is 18000

SAMPLE SIZE AND SAMPLE TECHNIQUE

The Taro Yamane sample size estimation procedure was applied to determine the sample size for this study. A sample size of 392 respondents using Taro- Yamane formula is statistically relevant as it provides a sufficiently large and representative dataset to draw meaningful conclusions about the population, ensuring a reasonable level of precision and generalizability. This is because one common rule of thumb is to have at least 10 to 20 observations per predictor variable. The estimation procedure is shown below

$$n = \frac{N}{1+N(e)^2} \quad \text{Where:} \quad n = \text{sample size} \quad N = \text{population} \quad e = \text{error margin (0.05)}$$

1= constant

$$n = \frac{N}{1+N(e)^2} \quad n = \frac{18000}{1+18000(0.05)^2} \quad n = \frac{18000}{1+18000(0.0025)} \quad n = \frac{18000}{1+45}$$

$$n = \frac{18000}{46} \quad n = 391.30 \quad n = 391$$

Random sampling technique was employed to choose respondents for the study

INSTRUMENT FOR DATA COLLECTION

The research instrument used for data collection in the study was a questionnaire that employed five-point Likert scales. The survey was divided into two sections: Section A, which gathered demographic data, and Section B, which included statements based on the study's variables, such as pro-activeness, Resourcefulness and Situational awareness of the Entrepreneur, In order to assess the opinions of the participants, we used a five-point Likert scale. Specifically, we assigned a value of 5 points to the response option "Strongly Agree" (SA), 5 points to "Agree" (A), 4 points to "Undecided" (U), 2 points to "Disagree" (D), 1

VALIDITY AND RELIABILITY OF THE INSTRUMENT

Before the survey, a pilot study was undertaken with a small group of entrepreneurs (30) outside the population of the study. The main purpose of carrying out the pilot study before the main survey was to pretest the questionnaire to ensure that the measuring instrument measures what it purports to measure. However, the specific reason was to check the clarity of instructions, ambiguous questions, layout and length of time to answer the questions and so on. In all of this, the content validity, the construct validity and other validity considerations were logically determined for the study.

The research instrument was checked and confirmed for reliability using the Cronbach's alpha method. This was facilitated by a pilot survey, where draft copies of the questionnaire were administered to 30 entrepreneur managers of Small and medium scale enterprises in Makurdi Metropolis, ranging from Fuel station. Large retail outlets, Restaurants, Barbershops to obtain data for the reliability test. The data obtained were subjected to reliability test on the SPSS 25 software. The reliability coefficients, presented in Table 1, reveal that the instrument was internally consistent; therefore, it was adopted for field administration to obtain data for the study.

Table 1: Cronbach's Alpha coefficients

S/N	Research Construct	No of measures	Coefficients
1	Resourcefulness	10	0.842
2	Pro-activeness	10	0.721
3	Situational variables	10	0.820

Source: Authors' Analysis via SPSS, 2023

Data analysis technique

The data gathered with research instrument were edited for legibility, accuracy, and completeness to ensure conformity with the objectives of the study. Both descriptive and inferential statistical tools were used to analyze the data generated from respondents. Descriptive statistical tools, tables and percentages were used to group the reaction of respondents to the questions that were asked. The inferential statistical tool that was applied to test the hypotheses formulated this study was the simple multiple linear regression analysis. Below is the expression for the multiple linear regression model: The equation is represented as

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e.$$

Where:

Y = Dependent variable (Growth of small and medium enterprise)

a = The intercept

$\beta_1, \beta_2, \beta_3,$ = Coefficients of the independent variable

X = Independent variable (entrepreneurial resilience)

e Error margin (5 percent).

Hence, X₁ = Pro-activeness X₂ = Resourcefulness, X₃ = situational awareness

DATA PRESENTATION AND ANALYSIS

Table 1: Administration of questionnaires

No of Questionnaire Administered	No of Questionnaire Returned	No of Questionnaire Not Returned	(%) of Returned	(%) of Not Returned
391	352	30	89.54	10.46

Source: field survey, 2024 as computed from spss version 27.

Table 1 shows that a total number of (391) questionnaires were distributed and (351) of the administered questionnaires were filled and returned valid for analyses.

Table 2: Respondents’ Opinions on Entrepreneurial resourcefulness

Resourcefulness	SA	A	UD	D	SD	Mean	STD
You do not waste time and money as an entrepreneur	120 (34%)	110 (31%)	51 (15%)	42 (12%)	29 (8%)	3.801	1.2051
As an entrepreneur, you are flexible and adaptable	140 (40%)	130 (37%)	40 (11%)	25 (7%)	17 (5%)	4.038	1.1615
You are willing to learn new skills or develop existing ones when necessary	100 (28%)	130 (37%)	55 (16%)	49 (14%)	18 (5%)	3.667	1.2947

Source: Fieldwork, 2024

Table 3: Respondents’ Opinions on Pro-activeness

proactiveness	SA	A	UD	D	SD	Mean	STD
As an entrepreneur, you prevent certain negative outcome from occurring	110 (31%)	110 (31%)	51 (15%)	42 (12%)	29 (8%)	3.801	1.2051
You focus on long term goal as an entrepreneur	130 (37%)	140 (40%)	40 (11%)	25 (7%)	17 (5%)	4.038	1.1615
As an entrepreneur, you are willing to take risks	100 (28%)	130 (37%)	55 (16%)	49 (14%)	18 (5%)	3.667	1.2947

Source: Fieldwork, 2024

Table 4: Respondents’ Opinions on Situational awareness

Situational awareness	SA	A	UD	D	SD	Mean	STD
As an entrepreneur, you constantly monitor the people and actions taking place around you	60 (17%)	200 (57%)	51 (15%)	20 (5%)	22 (6%)	3.801	1.2051
You think about what is around you and how you are processing information based on your own experience as an entrepreneur	120 (34%)	131 (37%)	50 (14%)	30 (9%)	21 (6%)	4.038	1.1615
As an entrepreneur, you weigh all your options and look for what is the best possible outcome within your own capabilities	100 (28%)	170 (48%)	50 (14%)	20 (7%)	12 (3%)	3.667	1.2947

Source: Fieldwork, 2024

Table 5: Respondents’ Opinions on growth of small and medium enterprises

Growth	SA	A	UD	D	SD	Mean	STD
The tastes and preferences of your offering is appealing to customers	120 (34%)	110 (31%)	51 (15%)	42 (12%)	29 (8%)	3.801	1.2051
You have a business that is larger, powerful and important within a particular sector as an entrepreneur	140 (40%)	130 (37%)	40 (11%)	25 (7%)	17 (5%)	4.038	1.1615

Your customer provide feedback on how your company can improve its offering	100 (28%)	130 (37%)	55 (16%)	49 (14%)	18 (5%)	3.667	1.2947
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Source: Fieldwork, 2024

Test of hypotheses

Decision criteria: Accept the alternative hypothesis if ($P < .05$) and reject the null hypothesis, if otherwise.

Hypothesis One

Ha1: Resourcefulness has significant effect on business growth of small and medium enterprises

Ho1: Resourcefulness has no significant effect on business growth of small and medium enterprises

Table 6: Simple linear regression Model summary of the effect of resourcefulness on business growth of small and medium enterprise in Makurdi metropolis.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752 ^a	.565	.564	.37459

a. Predictors: (Constant), Resourcefulness

Source: field survey, 2024 as computed from spss version 27.

Table 3 displays the R and R2 values. The R value (the "R" column) represents the simple correlation and is 0.752, showing a strong association. The R2 value (from the "R Square" column), commonly known as the coefficient of determination, indicates whether or not the model is good. From the model summary table, the value of R Square is 0.565, which can be interpreted that the variation of business growth variable of 56.5% can be explained by the variation of resourcefulness.

Table 7: Simple linear regression Anova of the effect of resourcefulness on business growth of small and medium enterprise in Makurdi metropolis.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	63.651	1	63.651	453.620	.000 ^b
	Residual	48.971	333	.140		
	Total	112.621	334			

a. Dependent Variable: Business growth

b. Predictors: (Constant), Resourcefulness

Source: field survey, 2024 as computed from spss version 27.

The F- ratio in the Anova table, as shown in Table 7, determines if the overall regression model is a good match for the data. The table reveals that the independent factors predict the dependent variable statistically significantly, df (1, 333), F Value = 453.620, p.005. The linear regression approach matched the facts well, indicating that resourcefulness has a major impact on business growth of small and medium enterprise in Makurdi metropolis.

Table 8: Simple linear regression Coefficient of the effect of resourcefulness on business growth of small and medium enterprise in Makurdi metropolis..

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	.909	.178		5.107	.000
	Resourcefulness	.992	.047	.752	21.298	.000

a. Dependent Variable: Business growth

Source: field survey, 2024 as computed from spss version 27.

Table 8 contains the information needed to forecast business growth from resourcefulness and determine if business growth contributes statistically to the model. The resourcefulness variable has a coefficient value of .992 with a p-value less than 0.05, indicating that resourcefulness has a significant effect on business growth. The resourcefulness variable is positive, which means that a fit organizational resource increases the growth of the business enterprise.

Hypothesis Two

Ha2: pro-activeness has significant effect on business growth of small and medium enterprises

Ho2: pro-activeness has no significant effect on business growth of small and medium enterprises

Table 9 Simple linear regression Model summary of the effect of pro-activeness on business growth of small and medium enterprise in Makurdi metropolis.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.709 ^a	.502	.501	.15149

a. Predictors: (Constant), Pro-activeness

Source: field survey, 2024 as computed from spss version 27.

Table 7 displays the R and R² values. The R value (the "R" column) represents the simple correlation and is 0.709, showing a strong association. The R² value (from the "R Square" column), commonly known as the coefficient of determination, indicates whether or not the model is good. From the model summary table, the value of R Square is 0.502 which can be interpreted that the variation of business growth variable of 50.2% can be explained by the variation of pro-activeness variable.

Table 10: Simple linear regression Anova of the effect of pro-activeness on business growth of small and medium enterprise in Makurdi metropolis.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.080	1	8.080	352.104	.000 ^b
	Residual	8.009	333	.023		
	Total	16.090	334			

a. Dependent Variable: Business growth

b. Predictors: (Constant), Pro-activeness

Source: field survey, 2024 as computed from spss version 27.

The F- ratio in the Anova table, as shown in Table 10, determines if the overall regression model is a good match for the data. The table reveals that the independent factors predict the dependent variable statistically significantly, df (1, 333), F Value = 352.104, p.005. The linear regression approach matched the facts well, indicating that pro-activeness has a major impact on business growth of small and medium enterprise in Makurdi metropolis.

Table 11: Simple linear regression Coefficient of the effect of pro-activeness on business growth of small and medium enterprise in Makurdi metropolis.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.965	.134		14.717	.000
	Pro-activeness	.618	.033	.709	18.764	.000

a. Dependent Variable: Business growth

Source: field survey, 2024 as computed from spss version 27.

Table 11 contains the information needed to forecast business growth from pro-activeness and determine if business growth contributes statistically to the model. The pro-activeness variable has a coefficient value of .618 with a p-value less than 0.05, indicating that pro-activeness has a significant effect on business growth. The pro-activeness variable is positive, which means that better pro-activeness increases the organization's chances of growth.

Hypotheses Three

Ha3: Situational awareness has a significant effect on business growth of small and medium enterprises

Ho3: Situational awareness has no significant effect on business growth of small and medium enterprises

Table 12: Simple linear regressions Model summary of the effect of situational awareness on business growth of small and medium enterprise in Makurdi metropolis.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.704 ^a	.496	.494	.38748

a. Predictors: (Constant), Situational awareness

Source: field survey, 2024 as computed from spss version 27.

Table 12 displays the R and R² values. The R value (the "R" column) represents the simple correlation and is 0.704, showing a strong association. The R² value (from the "R Square" column), commonly known as the coefficient of determination, indicates whether or not the model is good. From the model summary table, the value of R Square is 0.496 which can be interpreted that the variation of business growth variable of 49.6% can be explained by the variation of situational awareness variable.

Table 13: Simple linear regression Anova of the effect of situational awareness on business growth of small and medium enterprise in Makurdi metropolis.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	51.537	1	51.537	343.250	.000 ^b
	Residual	52.400	333	.150		
	Total	103.937	334			

a. Dependent Variable: Business growth

b. Predictors: (Constant), Situational awareness

Source: field survey, 2024 as computed from spss version 27.

The F- ratio in the Anova table, as shown in Table 13, determines if the overall regression model is a good match for the data. The table reveals that the independent factors predict the dependent variable statistically significantly, $df (1, 333)$, $F \text{ Value} = 343.250$, $p.005$. The linear regression approach matched the facts well, indicating that situational awareness has a major impact on business growth in Makurdi metropolis.

Table 14: Simple linear regression Coefficient of the effect of situational awareness on business growth of small and medium enterprise in Makurdi metropolis.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.571	.119		21.534	.000
	Situational awareness	.523	.028	.704	18.527	.000

a. Dependent Variable: Business growth

Source: field survey, 2024 as computed from spss version 27.

Table 14 contains the information needed to forecast business growth from situational awareness and determine if business growth contributes statistically to the model. The situational awareness variable has a coefficient value of .523 with a p-value less than 0.05, indicating that situational awareness has a significant effect on business growth. The situational awareness variable is positive, which means that better situational awareness by the entrepreneur increases the organization's chances of growth.

DISCUSSION OF FINDINGS

From the analysis, the following were the findings of the study; Hypothesis one states that resourcefulness has significant effect on business growth of small and medium enterprise in Makurdi metropolis. This finding lend credence to the finding of Ayala and Manzano (2014), which says that the three dimensions of resilience (hardiness, resourcefulness and optimism) helped to predict entrepreneurial success. Hypothesis two states that pro-activeness has significant effect on business growth of small and medium enterprise in Makurdi metropolis. This finding is in line with the finding of Owenvbiugie (2020), which states that resilience skill influences SMEs survival. The third hypothesis states that situational awareness has significant effect on business growth of small and medium enterprise in Makurdi metropolis. This finding is in agreement with the finding of Owenvbiugie (2020) which states that resilience skill influences SMEs survival.

CONCLUSION

The objective of this study was to examine the effect of entrepreneurial resilience on the growth of small and medium enterprises in Makurdi metropolis, Benue State. The study revealed a significant and positive effect of entrepreneurial resilience on the growth of small and medium enterprises. This led to the conclusion that through the dimensions of entrepreneurial resilience (Resourcefulness, Pro-activeness and situational awareness), the growth of small and medium enterprises will improve

RECOMMENDATION

Based on the findings, the following recommendations are proposed;

- The entrepreneur should know the kind of resources needed for business success
- The entrepreneur should always plan ahead for unexpected occurrence
- The entrepreneur should be aware of the business environment so as not to be driven out of business by the external factors of the business environment.

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