

**MEDIUM AND LONG-TERM INCENTIVE PLAN AND ORGANIZATIONAL RESILIENCE OF
BREWERIES FIRMS IN SOUTH-SOUTH, NIGERIA.**

Dr. BRISTOL, Gloria

Email: globabi83@gmail.com

Tel: 0806590245

And

Dr. ROWLAND, Beatrice Mee-Eebari

Email Address: Rowland.beatrice@iaue.edu.ng

Tel: 08066989575

**Department of Employment Relations and Human Resource Management, Ignatius
Ajuru University of Education, Rumuolumini, Port Harcourt**

ABSTRACT

The purpose of the study was to examine the relationship between medium and long-term incentive plan and organizational resilience of breweries firms in South-South, Nigeria. Organizational resilience can be defined as the ability and capacity of organizations to cope with various crises and challenges to return to normal conditions in critical situations. The word resilience can be acknowledged as a strategic imperative for effective coping when faced with adversities and can be essential for long-term effectiveness. The medium and long term incentive is an incentive for those who can create long-term value for the enterprise through knowledge, technology, capital and other elements. However; organizational resilience measures include adaptive capacity, robustness and keystone vulnerability management. The population of the study comprised of fifteen breweries firms with thirty elements as subject that was investigated based on census sampling techniques. The structured questionnaire was the primary source of data collection while cronbach alpha test and content validity instrument were adopted respectively. Hence, the study used Pearson's product moment correlation co-efficient aided with statistical package for social science to determine the relationship between the study variables. Findings revealed that there is a significant and positive relationship between medium and long-term incentive plans and organizational resilience of breweries firms in South-South, Nigeria. Conclusion, medium and long-term incentive plans has a positive and significant influence on the three measures of organizational resilience. Recommendations, management of breweries firms should reduce turnover and enhance organizational resilience, through the implementation of medium and long-term incentive plans such as stock options, restricted stocks and stock appreciation rights.

Keywords: Medium and Long-Term Incentive Plans, Organizational Resilience, Adaptive Capacity, Robustness and Keystone Vulnerability Management

INTRODUCTION

Currently, organizations are faced with emerging and growing pressures from the external environment and are being compelled to improve their ability of continuously adapting to new competitive scenarios (Tamunomiebi, & Green, 2020). An organization or employee with a relatively high resilience is more likely to be able to deal with adversity (Iqbal et al., 2023). This is because such an organization will have the ability to recover from failures while simultaneously maintaining a high level of productivity. Moreover, the potential of an individual to recover and prosper after facing adversity and failures can be classified as resilient.

In the same vein, organizations are faced with challenges that can stem from various sources which includes; individual factors, environmental constraints and organizational issues. It is an indication that these challenges meaningfully impact productivity, employee morale, and also the overall success in an organization. Nevertheless, other challenges that could affect resiliency in an organization may include; lack of training and development which can be seen as a situation

where employees are not provided with sufficient opportunities to acquire knowledge, new skills, and competencies to enhance their work performance and career growth (Kpurunee et al., 2024). Moreover, the 21st century organizations including the breweries firms are faced with increased vulnerability because they are subject to more and unforeseeable risks due to globalization and rapid changes from the business environment that might hinder their ability to be successful (Oga & Ewvuerhurhoma, 2020). The issue raises the possibility that the local economy may be negatively impacted by the manufacturing companies' lack of resilience, with possible job losses, lower economic production leading to low or little incentive plans and detrimental repercussions on the business climate as a whole (Smith, 2019). In an era marked by global uncertainties, economic fluctuations, and unexpected disruptions, the resilience of manufacturing firms plays a pivotal role in determining their long-term viability. Hence, Nwabuatu (2024) pointed out that manufacturing firms facing disruptions need a strategic approach to identify, assess, and mitigate risks in order to ensure and withstand turbulent situation. It could also be as a result of little or no incentive plans. However, this may be achieved through the application of a well-designed compensation packages (stock based or performance based) such as incentives or financial restructuring, reorganizing in order to enhance organizational resilience. Nevertheless, Sekaran et al. (2021) viewed organizational resilience as the ability and capacity of organizations to cope with various crises, challenges and return to normal conditions in critical situations. They also argue that all businesses must be resilient. On the other hand, the medium and long term incentive of organizations refers to the incentive way that connects the interests of the managers with the long-term development of the enterprise, and rewards the managers' operating performance and contribution in the long term goals. The incentive objects focus on the core scientific research personnel, important technical personnel and management backbones of the enterprise. The purpose is to unify the interests of employees and the interests of organizations, and the goals of employees and creativities, so as to enhance the endogenous power of a firm. As a way to improve productivity, many organizations are trying to establish medium and long term incentive policies. The medium and long term incentive is an incentive for those who can create long-term value for the enterprise through knowledge, technology, capital and other elements. Therefore, the object of medium and long term incentive should be the person who can provide value for the long-term development strategy of the firm. Consequently, Wang et al. (2024) pointed out that medium and long term incentive policies must be combined with the company's overall strategic development pattern.

Disputably, inequitable situation in the administration of incentive plans needs to be addressed because it is about continuous improvement (Cross, 2019). That is to say, there have been little studies examining the predictor; medium and long-term incentive plan, however there is still an empirical and contextual gap, such that there is little empirical evidence that have explored medium and long term incentive plans and organizational resilience in south-south, Nigeria. However therefore, it was on this note that the study investigated how medium and long term incentive plan influences organizational resilience of breweries firms in South-South, Nigeria.

Purpose and Objectives of the Study

The purpose of this study was to examine the relationship between medium and long-term incentive plan and organizational resilience of breweries firms in South-South, Nigeria. Therefore, the following specific objectives are:

- i. To examine the relationship between medium and long-term incentive plan and adaptive capacity of breweries firms in South-South, Nigeria.
- ii. To examine the relationship between medium and long-term incentive plan and robustness of breweries firms in South-South, Nigeria.
- iii. To examine the relationship between medium and long-term incentive plan and Keystone vulnerability management of breweries firms in South-South, Nigeria.

Conceptual Framework

The study conceptual model takes a linear relationship between medium and long-term incentive plan and organizational resilience of breweries firms in South-South, Nigeria.

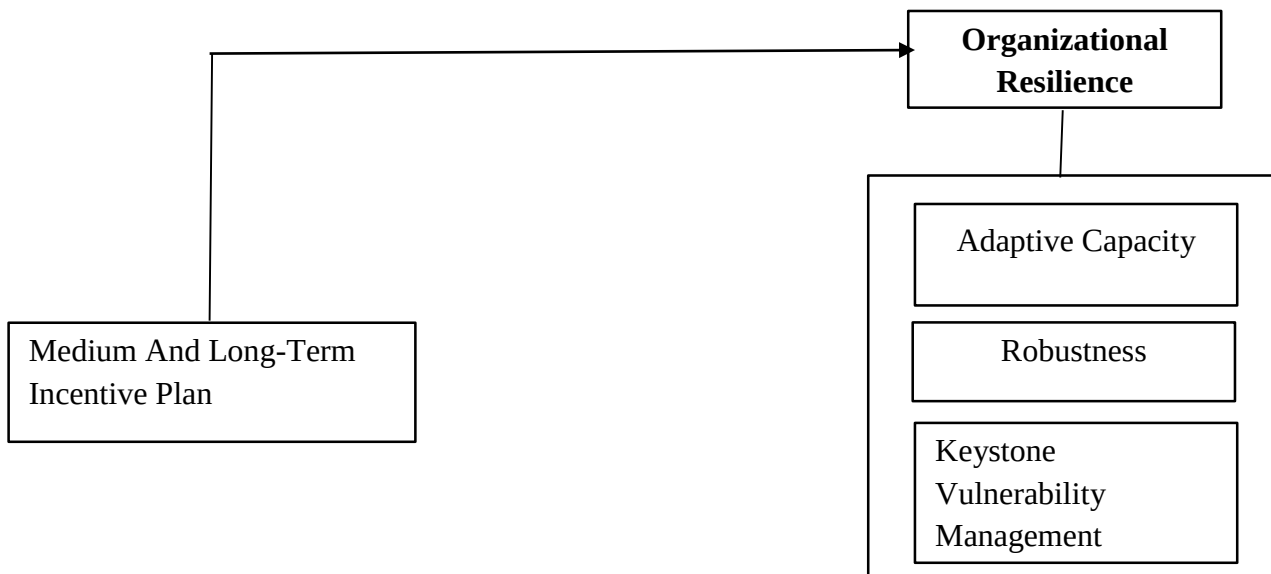


Figure 1.1: Conceptual framework depicting the relationship between medium and long-term incentive plan and organizational resilience

Source: Research Desk, 2025 Cross (2019); McManus (2008); Gabriel (2015)

Research Questions

The following research question was formulated for the study in order to give guide.

- What is the relationship between medium and long-term incentive plan and adaptive capacity of breweries firms in South-South, Nigeria?
- What is the relationship between medium and long-term incentive plan and robustness of breweries firms in South-South, Nigeria?
- What is the relationship between medium and long-term incentive plan and Keystone vulnerability management of breweries firms in South-South, Nigeria?

Statement of Hypotheses

Based on the fore-going argument, the following hypotheses were formulated in order to direct the research;

HO₁: There is no significant relationship between medium and long-term incentive plan and adaptive capacity of breweries firms in South-South, Nigeria.

HO₂: There is no significant relationship between medium and long-term incentive plan and robustness of breweries firms in South-South, Nigeria.

HO₃: There is no significant relationship between medium and long-term incentive plan and keystone vulnerability management of breweries firms in South-South, Nigeria.

LITERATURE REVIEW

Theoretical Review

Resource Based View Theory

The underpinning baseline theory of this study is anchored on Resource Based view Theory. The resource-based view theory recognizes knowledge as a strategic resource of any firm. According to Ibojo and Mobolade (2023) the theory emphasizes the uniqueness and immobility of resources as

key factors in achieving these advantages. The capacity to create and utilize knowledge will enable small and medium enterprise to develop a sustainable competitive advantage since knowledge possess the characteristics of heterogeneity, uniqueness, and immobility. In 1959, Penrose in his work espoused the theory and was subsequently published by Wernerfelt in 1984. The theory holds that resources available or acquired by an establishment or enterprise are the basic drivers of its performance or growth outcome. Therefore, it is the organization's resources that give it competitive power and advantage (Mailani et al., 2024). The capacity to create and utilize knowledge will enable small and medium enterprise to develop a sustainable competitive advantage since knowledge possess the characteristics of heterogeneity, uniqueness, and immobility. The theory holds that resources available or acquired by an establishment or enterprise are the basic drivers of its performance or growth outcome. Therefore, it is the organization's resources that give it competitive power and advantage (Prime & Butler, 2001; Hunt, 1991; Mailani, et al., 2024). Hence, the resource-based view of the firm starts from the concept that an organization's performance is determined by the resources it has at its disposal. The theory is relevant to the study variables because knowledge is a strategic tool used in handling challenging situations and its application of incentive plans in order to achieve result.

Conceptual Review

Medium And Long-Term Incentive Plan

Medium-term incentive plans (MTIPs) are designed to align the interests of employees, particularly managers and executives, with those of a company over a time horizon typically ranging from 2 to 5 years. They are aimed at achieving specific performance targets and retaining key employees by offering financial rewards tied to medium-term goals. Here are key aspects of MTIPs (Els, & Meyer, 2023). Long-term incentives are usually related to the company's strategic development direction and interests. However, the main incentive targets are generally corporate executives or key technical personnel and other core personnel (Han & Yunfei, 2020). In the same vein, long-time-term incentive plan can be defined as an organization's policy that rewards employees for reaching specific goals that leads to increased shareholder value. Han and Yunfei (2020) pointed out that the medium and long-term incentive methods commonly used by firms include, stock options, restricted stocks and stock appreciation rights. A long-term incentive plan attempts to align the interests of the workers and the business. It simply mean done well, both benefit. The incentive plan would help retain top talent in a highly competitive work environment as the business continues to evolve. More so, the business thrives, thanks to work of the employees. Notwithstanding, it is also described a type of compensation that is earned right now, and paid out over time (Kenton et al., 2024). In the same vein, Kenton et al. (2024) argued that stock option is another type of long-term incentive plan (for example, retirement).

Organizational Resilience

Organizational resilience can be characterized as the tendency of a firm to act on the basis of generated market knowledge. Organizational resilience can be conceptualized along two components: stability and flexibility (Andreas et al., 2024). More so, Isirimah and Onuoha (2020) cited Kohli and Jaworski (1990) reflect organizational resilience to the use of information within the enterprise, which consists of two sets of activities: response design (the use of market intelligence to create plans) and execution of response (the use of market intelligence to execute those plans). Organizational resilience may also be defined consisting of both strategic and organizational features. Organizational resilience is known as the capacity of an entity or organization to fathom its dynamic interaction with the outside environment (Isirimah & Onuoha, 2020). Organizational resilient behavior is described as "the ability of an organization to respond in a Situation-appropriate manner and to make changes to mitigate the impact of any surprises that may threaten the company" (Rehman et al., 2021: 5). However, organizational resilience is defined as an organization

that looks to the future and self-corrects, anticipates changes on a regular basis, and handles them in a proactive manner (Senel, & Oshidi, 2023).

Measures of Organizational Resilience

Adaptive Capacity

The term adaptive capacity is a core concept within both development theory and conceptualizations of resilience in areas such as planning, engineering, ecological, and organizational literature and is connected to underlying local and regional conditions. Adaptive capacity can be viewed as a prerequisite to facilitate adaptation actions. It encompasses socio-economic and biophysical components, along with the agency to activate those elements into actions during shocks and stress periods (Engle, 2011; Chapagain et al., 2025). The concept of "adaptive capability" is likewise relatively novel including has been adopted by several fields. In their evaluation of the susceptibility of agricultural schemes within the context of Mexico, researchers such as Adiele and Eketu (2023) established the idea of adaptive capacity. Adaptive capacity can be viewed as culture in the organization which allows the organization to make effective and efficient decisions on time as well as on daily basis in the face of crises (McManus et al., 2008; Oga & Ewuerhorma, 2020).

Robustness

Robustness of a system as its ability to remain working on a stable and high performance level despite the given risks experienced while working (Adiele & Eketu, 2023). Robustness can be defined as the ability of a scheme towards recovering quickly from uncertainty or changes that affected the environment of business. In other words, it is the ability of a scheme or organization towards recovering quickly from environmental changes is what is referred or known as its robustness (Woods, 2015). A scheme's anti-fragility, as described by Taleb (2012), is its ability towards become stronger within the face of adversity. The robustness concept has been adopted in system biology, control theory, engineering, computer science, statistics, supply chain management, and many other scientific disciplines. Robustness examines how systems can remain stable in the face of uncertainties. In the management literature, robustness is predominantly examined in the fields of risk management and business continuity management (Durach et al., 2015).

Keystone Vulnerability Management

Vulnerability Management System is not only intended to identify and evaluate vulnerability, but it will also generate a detail report which will report of the vulnerability point found in the software application which will be tested (Pravin, 2021). Vulnerability is popularly conceptualized as the susceptibility to damage, often characterized in terms of factors such as the sensitivity to or exposure of a system to shocks, stresses or disturbances, the state of the system relative to a threshold of damage, and the system's ability to adapt to changing conditions and more. Pravin and Chawan (2022) pointed out that a new vulnerable management system will be created based on the existing work with additional functionality. Similarly, keystone vulnerabilities can further be described as components in the organizational system, which by their loss or impairments have the potentials to cause exceptional effects throughout the systems; associated components of the system depend on them for support. Mughal (2019) pointed out that vulnerability management encompasses the methodical recognition, evaluation, and alleviation of vulnerabilities within an organization's. The process of systematically finding, evaluating, and fixing vulnerabilities in an organization's infrastructure is known as vulnerability management.

Empirical Review

In recent years several studies have been conducted on Human Resource Compensation packages that include incentives plans and organizational resilience respectively. This study examined the influence of incentive management systems plan on organizational resilience. Hence, Ogunmakin and Sunday (2023), conducted a study titled: Effect of Financial Incentives on Employee Morale and

Motivation of Small and Medium Scale Enterprises in Ekiti State. The study employed a type research design known as Survey Research Method in order to obtain the needed data. The population as of when the study was carried out consists of the entire Small and Medium businesses operating in Ekiti State, which numbered about 928 (Ekiti State Ministry of Commerce and Industries, 2017), National Association of Small Scale Industries (NASSI, 2017). The study was analyzed using both inferential (multiple regression analysis,) and descriptive statistics. The research hypotheses were tested at a 5% significance level using inferential statistics involving multiple ANOVA analyses. Findings; the result of multiple regressions showed that merit and bonuses positively and significantly affects employee morale and motivation ages of SMEs with the t-statistics and probability.

Oritz-Mandojana and Bansal (2016) conducted a study long-term benefit and organizational resilience through sustainable business practices in the United States. The hypotheses tested with data from U. S. based matched –pairs (242) individuals) overs a 15-years period. The study also tested the relationship between short-term benefit plans and firms performance. In summary, most managers look for short-term financial benefits to justify socially responsibility or sustainable practices. However, it is difficult to measure the avoidance pod shocks, so we analyzed long-term outcomes. Findings of the study revealed that firms that adopt responsible social and environmental practices, relative to a carefully matched control group, have lower financial volatility, higher sales growth, and higher chances of survival over a 15-years period, yet the study was unable to find any difference in short-term profits.

METHODOLOGY

The study adopted a quantitative research approach and the correlational research design as it focused on assessing the relationship between medium and long-term incentive plan and organizational resilience of breweries firms in South-South, Nigeria. The population of the study was the 15 breweries firms with 30 respondents in South-South, Nigeria. A sample is a small percentage of the population, a sub-set chosen randomly to represent the target population. However, the respondents were the Heads of Admin and the HR Managers who are basically responsible for the payment of incentives in there respective organizations. Bakibinga et al. (2019) pointed out that the selection of a probability sampling method is to remove bias during the research work. In order to get more response from the respondents, it was necessary for the researcher to adopt the thirty elements as the sample size using the consensus sampling method since the population is small. The study utilized a well-structured questionnaire, designed in Likert five-point scale of strongly agree to strongly disagree as the instrument used in collecting primary data from the respondent, its reliability would be ascertained through Cronbach's Alpha reliability coefficient with a threshold of 0.70. The Pearson Product Moment Correlation was used to determine the strength and direction of the relationship between the dimensions of the predictor variable and the measures of the criterion variables as well as to text the hypotheses which was stated in the null form with the aid of Statistical Package for Social Science (SPSS).

DATA ANALYSIS AND FINDINGS

A total of 30 copies of questionnaire were distributed based on the adopted sample size, 26 copies were retrieved successfully from the target organizations. Thus, 22 copies were considered useable in the study. However, 4 copies were not returned while 4 were not properly filled, see table 1.1. As such, data for the study was premised on 22 cases from the 15 breweries firms in South-South, Nigeria.

Table 1.1, Distribution for Field Result

Number of Distributed Copies	Distributed copies	Retrieved copies	Not Retrieved copies	Discarded copies	Used Copies
Total	30	26	4	4	22

Source: Field Survey Result, 2025

Univariate Analyses (Research Questions)

The presentation of the response rate of individual study begins with the predictor variable and dimensions of incentive management systems such as medium and long-term incentive plan, it then proceeds to the criterion variable (organizational resilience and measures such as: adaptive capability, robustness and keystone vulnerability management. The interpretation of the mean score and standard deviation was based on Asawo's (2009) categorization where all the responses rate with mean value ($\bar{x}$) between 1.2 considered as low, 2.5-3.5 considered as moderate, 3.5–4.5 considered as high and 4.5 above considered as very high.

Bivariate Data Analysis

The secondary data analysis employed the use of bivariate inferential statistics of Pearson Product Moment Correlation tool which was used at a 95% confidence level. Specifically, the tests covered hypotheses H_{01} to H_{03} which were bivariate at all, stated in the null manner. Probability the criterion of 0.05 significance level was adopted for accepting the null hypotheses at ($P > 0.05$) or rejecting the hypotheses at ($P < 0.05$).

Medium And Long-term Incentive Plan and Organizational Resilience Measures

Table 1.1, 1.2 and 1.3 respectively shows the result of correlation matrix obtained for medium and long-term incentive plan and organizational resilience and its measures (adaptive capacity, robustness and keystone vulnerability management) of breweries firms in South-South, Nigeria, Also displayed in the table is the statistical test of significance (p – value), which makes us able to answer our research question and generalize our findings to the study population.

H_{01} : There is no significant relationship between medium and long-term incentive plan and adaptive capacity of breweries firms in South-South, Nigeria.

Table 1.2: Summary of Pearson Product Moment Correlations Coefficient on the Significant Relationship between medium and long-term incentive plan and Adaptive capacity of breweries firms in South-South, Nigeria

			MEDIUM AND LONG-TERM INCENTIVE PLAN	ADAPTIVE CAPACITY
MEDIUM AND LONG-TERM INCENTIVE PLAN	Pearson Correlation		1	.771**
	Sig. (2-tailed)			.000
	N		22	22
ADAPTIVE CAPACITY	Pearson Correlation		.771**	1
	Sig. (2-tailed)		.000	
	N		22	22

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

Source: Researcher's Field Work/SPSS Output (2025)

The table 1.2, Summary of Pearson Product Moment Correlations Coefficient on the Significant Relationship between medium and long-term incentive plan and Adaptive capacity of breweries firms in South-South, Nigeria. The result shows that there is a very high positive Significant Relationship

between medium and long-term incentive plan and adaptive capacity of breweries firms in South-South, Nigeria with a Pearson correlation coefficient value of .771^{**}. This implies that there is a very high positive Significant Relationship between medium and long-term incentive plan and Adaptive capacity of breweries firms in South-South, Nigeria at 0.05 level of significant. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted.

Ho₂: There is no significant relationship between medium and long-term incentive plan and robustness of breweries firms in South-South, Nigeria.

Table 1.3, Summary of Pearson Product Moment Correlations Coefficient on the Significant Relationship between medium and long-term incentive plan and Robustness of breweries firms in South-South, Nigeria

		MEDIUM AND LONG-TERM INCENTIVE PLAN	ROBUSTNESS
MEDIUM AND LONG-TERM INCENTIVE PLAN	Pearson Correlation	1	.571 ^{**}
	Sig. (2-tailed)		.000
	N	22	22
ROBUSTNESS	Pearson Correlation	.571 ^{**}	1
	Sig. (2-tailed)	.000	
	N	22	22

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

Source: Researcher's Field Work/SPSS Output (2025)

The table 1.3, Summary of Pearson Product Moment Correlations Coefficient on the Significant Relationship between medium and long-term incentive plan and robustness of breweries firms in South-South, Nigeria. The result shows that there is a substantial positive significant Relationship between medium and long-term incentive plan and robustness of breweries firms in South-South, Nigeria with a Pearson correlation coefficient value of .571^{**}. This implies that there is a substantial positive Significant Relationship between medium and long-term incentive plan and robustness of breweries firms in South-South, Nigeria at 0.05 level of significant. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted.

Ho₃: There is no significant relationship between medium and long-term incentive plan and keystone vulnerability management of breweries firms in South-South, Nigeria.

Table 1.4: Summary of Pearson Product Moment Correlations Coefficient on the Significant Relationship between medium and long-term incentive plan and Keystone vulnerability management of breweries firms in South-South, Nigeria

		MEDIUM AND LONG-TERM INCENTIVE PLAN	KEYSTONE VULNERABILITY MANAGEMENT
LONG-TERM INCENTIVE PLAN	Pearson Correlation	1	.611 ^{**}
	Sig. (2-tailed)		.000
	N	22	22
KEYSTONE VULNERABILITY MANAGEMENT	Pearson Correlation	.611 ^{**}	1
	Sig. (2-tailed)	.000	
	N	22	22

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

Source: Researcher's Field Work/SPSS Output (2025)

The table 1.4, Summary of Pearson Product Moment Correlations Coefficient on the Significant Relationship between medium and long-term incentive plan and Keystone vulnerability management of breweries firms in South-South, Nigeria. The result shows that there is a substantial positive Significant Relationship between medium and long-term incentive plan and Keystone vulnerability management of breweries firms in South-South, Nigeria with a Pearson correlation coefficient value of .611^{**}. This implies that there is a substantial positive significant relationship between medium and long-term incentive plan and Keystone vulnerability management of breweries firms in South-South, Nigeria at 0.05 level of significant. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted.

DISCUSSION OF FINDINGS

The analysis of this research work was compared to what other scholars have done on these study variables. The study adopted or made use of the descriptive or univariate statistical as well as inferential statistical methods in investigating the relationship between medium and long-term incentive plans and organizational resilience of breweries firms in South-South, Nigeria. However, from the statistics above, the findings revealed that there is a significant and positive relationship between medium and long-term incentive plans and organizational resilience and its measures using the person's product moment correlation co-efficient tool and at a 95% confidence interval.

Moreover, this study is in agreement with the study conducted by Ogunmakin and Sunday (2023); Titled: Effect of Financial Incentives on Employee Morale and Motivation of Small and Medium Scale Enterprises in Ekiti State. The study employed a type research design known as Survey Research Method in order to obtain the needed data. The population as of when the study was carried out consists of the entire Small and Medium businesses operating in Ekiti State, which numbered about 928 (Ekiti State Ministry of Commerce and Industries, 2017), National Association of Small Scale Industries (NASSI, 2017). The study was analyzed using both inferential (multiple regression analysis,) and descriptive statistics. The research hypotheses were tested at a 5% significance level using inferential statistics involving multiple ANOVA analyses. Findings; the result of multiple regressions showed that merit and bonuses positively and significantly affects employee morale and motivation ages of SMEs with the t-statistics and probability.

However, this study is in congruent with the study conducted by Oritiz-Mandojana and Bansal (2016), titled: Long-term benefit and organizational resilience through sustainable business practices in the United States. The hypotheses tested with data from U. S. based matched –pairs (242) individuals) overs a 15-years period. The study also tested the relationship between short-term benefit plans and firms performance. In summary, most managers look for short-term financial benefits to justify socially responsibility or sustainable practices. However, it is difficult to measure the avoidance pod shocks, so we analyzed long-term outcomes. Findings of the study revealed that firms that adopt responsible social and environmental practices, relative to a carefully matched control group, have lower financial volatility, higher sales growth, and higher chances of survival over a 15-years period, yet the study was unable to find any difference in short-term profits.

CONCLUSION AND RECOMMENDATION

Based on the study findings, it was therefore concluded that medium and long-term incentive plans has a positive and significant relationship with the three measures of organizational resilience: adaptive capacity, robustness and keystone vulnerability management in the breweries firms in South-South, Nigeria. However, medium and long term incentive policies must be combined with the company's overall strategic development pattern.

Based on the study findings, the following recommendations are made;

- i. Breweries firms should reduce turnover and enhance organizational resilience, through implementation of medium and long-term incentive plans such as stock options, restricted stocks and stock appreciation rights. etc

- ii. Offering benefits such as pension schemes, employee stock ownership plans (ESOPs), housing benefits, and executive mentorship programs will improve loyalty and long-term commitment, ensuring that the company retains its most skilled and experienced employees.
- iii. Moreover, incentives should be tailored to different employee levels, ensuring that both operational staff and senior management benefit from motivation-enhancing rewards.

REFERENCES

- Adiele, L. C., & Eketu, C. A. (2023). Employee involvement and resilience of hotels in Port Harcourt. *African Journal of Business and Economic Development*, 3(1), 25-54. <https://ijrpr.com/uploads/V4ISSUE7/IJRPR15275.pdf>
- Andreas, E., Huesker, C., Rieger, V., & Berg, V. (2024). Building a resilient organization through a pre-shock strategic emphasis on innovation. *Journal of Product Innovation Management*, 41(1), 36–61. <https://doi.org/10.1111/jpim.12697>
- Bakibinga, P., Kabaria, C., Kyobutungi, C., Manyara, A., Mbaya, N., Mohammed, S., Njeri, A., Azam, I., Iqbal, R., Mazaffar, S., Rizvi, N., Rizvi, T., Rehman, H. U., Shifat Ahmed, S., Alam, O., Khan, A. Z., Rahman, O., Yusuf, R., Odubango, D., Yeboah, G. (2019). A protocol for a multi-site, spatially-referenced household survey in slum settings: Methods for access, sampling frame construction, sampling, and field data collection. *BMC Medical Research Methodology*, 19(1), 109-115. <https://doi.org/10.28945/4766>
- Chapagain, P. S., Banskota, T. R. B., Shrestha, S., Khanal, N. R., Yili, Z., Yan, J., Linshan, L., Paudel, B., Suresh, C., Islam, N. I., & Poudel, K. R. (2025). Studies on adaptive capacity to climate change: A synthesis of changing concepts, dimensions, and indicators. *Humanities & Social Sciences Communication*, 1-11. <https://doi.org/10.1057/s41599-025-04453-3>
- Cross, O. D. (2019). Effects of incentives on employees productivity. *International Journal of Business Marketing and Management*, 4(1), 41-48. [https://www.scirp.org/reference/referencespapers?referenceid=](https://www.scirp.org/reference/referencespapers?referenceid=123456789)
- Durach, C. F., Wieland, A., & Machuca, J. A. D. (2015). Antecedents and dimensions of supply chain robustness: A systematic literature review. *International Journal of Property and Logistics Management*, 45 (1/2), 118-137. <https://doi.org/10.1007/s40685-019-0085-7>
- Els, R. C., & Meyer, H.W. (2023). The role of career development in ensuring effective quality management of training. *SA Journal of Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur*, 21(0), 2-9. <https://sajhrm.co.za/index.php/sajhrm/article/view/2126/3179>
- Engle, N.L. (2011). Adaptive capacity and its assessment. *Global Environmental Change*, 21(2), 647–656. <https://doi.org/10.1016/j.envsci.2010.05.006>
- Han, W., & Yunfei, X. (2021). Research on the selection model of medium and long-term incentive modes for state-controlled listed companies. *E3S Web of Conferences*, 235, 1-13. <https://doi.org/10.1051/e3sconf/202123502065>
- Hunt, S. D. (1991). *Modern marketing theory: Critical issue in the philosophy of marketing*. South-Western Publishing.

- Ibojo, B. O., & Mobolade, G. O. (2023). Effect of knowledge acquisition on organizational performance. *IIARD International Journal of Economics and Business Management*, 9(82), 10-25. <https://doi.10.56201/ijebm.v9.no8.2023.pg10.24>
- Iqbal, M. T., Warraich, I A., & UlHaq, S. (2023). Impact of employee resilience and job engagement on project success: Mediating role of innovative work behavior. *Research Journal for Societal Issues*, 5 (3), 234-257. <https://doi.10.4236/ojbm.2023.115111>
- Isirimah, N. N., & Onuoha, B. C. (2020). Organizational mindfulness and corporate resilience of hospitality firms in Rivers State, Nigeria. *International Journal of Advanced Academic Research Social and Management Sciences*, 6(11), 1-16. <http://ijeais.org/wp-content/uploads/2023/1/IJAAFMR230112.pdf>
- Kenton, W., Wohlner, R., & Schmitt, S. (2024, October 31). *Long-term incentive plan definition and types*. investopedia.com https://www.investopedia.com/terms/l/long_term_incentive-plan.asp
- Kpurunee, G. L., Amadi, K. I., & Zeb-Obipi, I. (2024). Employee productivity in Nigeria: Challenges and prospects. *Research Journal of Management Practice*, 4(10), 49-64. <https://doi.www.ijaar.org/rjmp>
- Kohli, A. K., & Jaworski, B.J. (1990). Market orientation: The construct, research propositions and managerial implications. *Journal of Marketing*, 54, 1-18. <https://www.jstor.org/stable/1251866>
- Mailani, D., Hulu, M. Z. T., Simamora, M. R., & Kesuma, S. A. (2024). Resource-based view theory to achieve a sustainable competitive advantage of the firm: Systematic literature review. *International Journal of Entrepreneurship and Sustainability Studies*, 4(1), 1-15. <https://doi.10.31098/ijeass.v4i1.2002>
- McManus, S., Seville, E., Vargo, J., & Brundsdon, D. (2008). Facilitated process for improving organization resilience. *Natural Hazards Review*, 9(2), 81-90. [https://doi.org/10.1061/\(ASCE\)1527-6988](https://doi.org/10.1061/(ASCE)1527-6988)
- Mughal, A. A. (2019). Cybersecurity hygiene in the era of internet of things (IoT): Best practices and challenges. *Applied Research in Artificial Intelligence and Cloud Computing*, 2(1), 1-31. <https://researchberg.com/index.php/araic/article/view/113>
- Nwabuatu, E. N. (2024). Strategic alignment and organisational resilience in manufacturing firms in Rivers State, Nigeria. *African Journal of Business and Economic Development*, 4(3), 1-18. <https://www.ijaar.org/ajbed>
- Oga, K. C., & Ewrierhurhoma, E. D. (2020). Executive financial compensation and organizational resilience of deposit money banks In Rivers State, Nigeria. *International Journal of Scientific and Research Publications*, 10(12), 98-106. <http://dx.doi.org/10.29322/IJSRP.10.12.2020.p10807>
- Ogunmakin, A. A., & Sunday, O. A. (2023). Effect of financial incentives on employee morale and motivation of small and medium scale enterprises in Ekiti State. *American Journal of Industrial and Business Management*, 13, 465-484. <https://doi.10.4236/ajibm.2023.136030>

- Ortiz-de-Mandojana, N., & Bansal, P. (2016). The long-term benefits of organizational resilience through sustainable business practices. *Strategic Management Journal*, 37(8), 1615–1631. <https://www.jstor.org/stable/43898026>
- Prim, R. L., & Butler, J. E. (2001). Is the resource-based view a useful perspective for strategic management research? *Academy of Management Review*, 26(1), 22-40. <https://doi.10.2307/259391>
- Pravin, K.P. C, Vulnerability management system. *International Research Journal of Engineering and Technology*, 8(3), 25-28. <https://www.researchgate.net/publication/363891246>
- Pravin, K. P. C., & Chawan, P. M. (2022). Vulnerability management system. *International Research Journal of Engineering and Technology*, 9(9), 1-6. <https://www.researchgate.net/publication/363891246>
- Rehman, S. U., Kraus, S., Shan, S. A., Khanin, D., & Mahto, R. V. (2021). Analyzing the relationship between green innovation and environmental performance in large manufacturing firms. *Technological Forecasting and social Changes*, 163, 120-481. <https://pubmed.ncbi.nlm.nih.gov/36619697/>
- Sekaran, U., Lai, L., Ussiri, D. A. N., Kumar, S., & Clay, S. (2021). Role of integrated crop-livestock systems in improving agriculture production and addressing food security – a review. *Journal of Agriculture And Food Research*, 5, 100-190. <https://www.sciencedirect.com/science/article/pii/S2666154321000922>.
- Senel, P., & Oshidi, P. (2023). The mediating role of employee resilience and the moderating role of self-efficacy on the relationship between strategic human resource management and organizational resilience in the banking industry in Sir Lanka. Department of Business Administration, *Master's Thesis in Business Administration*; Umea University
- Smith, M. C. (2019). *Nursing theories and nursing practice*. FA Davis
- Taleb, N. N. (2012). *Antifragile: Things that gain from disorder*. Random House.
- Tamunomiebi, M. D., & Green, S. D. (2020). Organizational mindfulness and responsiveness: A conceptual review. *European Journal of Business and Innovation Research*, 8(2), 20-29. <https://eajournals.org/ejbir/vol-8-issue-2-april-2020/o>
- Wang, Y., I, G., & Zhang, R. (2024). On the implementation of medium and long term incentive in State-Owned Enterprises. *Frontiers in Business, Economics and Management*, 16(2), 135-137. <https://doi.10.54097/mv8nxb56>
- Woods, D. D. (2015). Four concepts for resilience and the implications for the future of resilience engineering. *Reliability Engineering and System Safety*, 14, 5-9. <https://doi.10.1016/j.ress.2015.03.018>