



## ORGANIZATIONAL RESILIENCE AND CORPORATE PERFORMANCE IN NIGERIAN AIRLINE INDUSTRY

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### ABSTRACT

This study examined the effect of organisational resilience on corporate performance in the Nigerian airline industry. The descriptive survey research design adopted the cross-sectional strategy to generate primary data from the respondents. The population consisted of senior staff of domestic airlines in Nigeria. A sample size of 60 domestic airline employees was determined and used for the study. Data was collected using a well-structured questionnaire distributed to senior staff members who made up the respondents in three principal locations in Nigeria: Port HAROURT, Abuja and Lagos with a total response rate resulting in 60 usable responses. Statistical analysis with Multiple Regression analysis revealed that all the four dimensions of organisational resilience had significant influence on employee satisfaction which served as a measure of organisational performance with keystone vulnerability ( $\beta = 0.817, p=0.044 < 0.05$ ), showing the highest level of effect, followed by adaptive capacity ( $\beta = 0.069, p=0.000 < 0.05$ ), resilience ethos ( $\beta = 0.066, p=0.000 < 0.05$ ), and situation awareness ( $\beta = 0.056, p=0.002 < 0.05$ ). The study concluded that the ability of organisations to survive an ever changing and turbulent business environment depends on their ability to build resilient. Recommendations include monitoring the business environment and responding appropriately to the demands of the environmental factors by organisational managers and paying close attention to and considering competitors' activities as one of the keystone vulnerabilities in the competitive airline industry.

**Keywords:** Resilience ethos. Situation Awareness. Management of Keystone Vulnerabilities. Adaptive Capacity. Employee Satisfaction

### Introduction

Societies, individuals and business organizations, operates within the context of dynamic environmental conditions. Despite the fact that this environment can have significant opportunities for the success and growth of organizations, it can seriously threaten corporate performance. Today's world is affected by decisions made by people in very complex situations with high uncertainty. The chaos resulting from these decisions has caused the uncertainty of the phenomena to reach a very high level. Organizations in any sector are faced with complex operational environments with dynamic risks (Rusdi & Wibowo, 2022). These complex environments force organizations to consider how they can manage operational risk and resilience of critical business processes and services (Kulkarni et al., 2022). Organizations are constantly bombarded with conditions and events that bring stress and uncertainty and can disrupt organizational operations (Neace et al., 2020). As a result, to overcome these complex and destructive events, the need to develop resilience in organizational and infrastructure systems is



highlighted. Organizational resilience is defined as the organization's ability to predict, avoid and adjust positively against environmental disturbances and changes. This ability is a combination of organizational capacity to restore efficiency after a disruption and create the necessary capabilities before responding to a crisis (Bashir, 2022). The important issue among these is that fundamentally, in order to be resilient, communities rely on the services provided by organizations to enable them to plan, respond and recover from emergencies and crises.

Critical organizations that provide services such as water, gas, electricity, transportation, money, education, and health have always been considered very important. This is because these are the organizations that enable societies to function (Xu et al., 2022). On the other hand, organizations that are focused on resilience generally face disruptions that compromise the quality of adaptability and proactive responses. In addition, positive behavior within the organization and the organization's view of disruptions as development opportunities have been emphasized (Martin et al., 2022). One of the types of these organizations, which has both an effective role and a high effectiveness role in tensions and riots, is the banking industry. Banks play a significant role in the economy (Jamshidi and Toghyani, 2021). The very heavy responsibility of the banking system in the market based economy is not hidden from anyone, and the banking system is always one of the most important components of the country's economy, which determines the growth or stagnation of the economic structure with its activity because the capital in the banks is the main source of purchasing products and Their services and facilities are a source of creating credit for all economic units, including families, businesses, companies, and the government (Bayar et al., 2022). Therefore, the optimal activity of banks to realize their goals, including the exploitation of capital and equipping it, will be very effective in various economic activities and the overall state of the country's economy (Gholizadeh et al., 2021). Due to the very important role of this industry in production, consumption, investment, and other variables and institutions, it is very important and fundamental to provide a healthy and resilient banking system to deal with shocks and manage the economy (Safarzadeh et al., 2020). Disasters which includes economic instability, shocks in monetary policy, macro economic instability are all pointers of the need and significance of business firms to indulge in proactive plans to enhance their steadfastness and resilience in times of unforeseen circumstances that may affect the business enterprise, especially the banking industry which is an organization that offers financial services which involves transmission of monetary policy to the government. In order to arrive at this conclusion, firms must indulge in diverse array of activities with the aim of promoting resilience within and outside the business. Furthermore, to achieve Organizational resilience, it is pertinent to affirm that firms must first have an understanding of the characteristics that exists within the organization that can aid in enhancing resilience. Such characteristics as found in study articles includes communication, internal resources leadership and Organizational cultures etc. (Crichton, Ramsay, & Kelly, 2009; Lengnick-Hall, Beck, & Lengnick-Hall, 2011; Wyche, & Pfefferbaum, 2008; Stephenson, 2010).

Every business organization has the desire to survive and continue functioning at the long run. However, business operations are surrounded by various factors which can affect the business directly or indirectly. This implies that businesses need to be more steadfast in their operations. Diverse



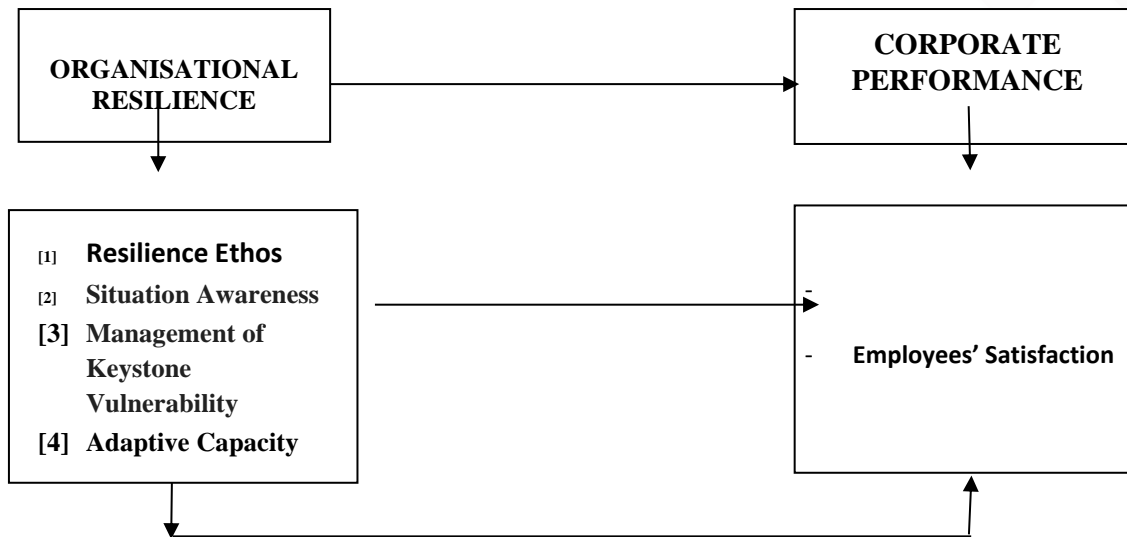
organizations fold up, failed, and fade out of their operations based on little or no Organizational resilience in practice. This outcome was as a result of failure to continuously scan the external business environment for potential and actual threats (Gallopín, 2006; Hamel & Valikangas, 2003). Lack of proactive planning against potential disasters (artificial or natural disaster) is also a problem. Lack of the ability for effective management of resources and failure to train, develop and equip employees on how to adapt and adjust to changes in the business environment has led to failures of many business firms. All of these factors put together causes the firm from being resilient in their business operations. Poor adaptive capability by employees and managers when faced with disruptions and their inability to respond quickly to these disruptions has led to the loss of resources and assets necessary for the day to day business operations.

Over the years, there has been a constant increase in environmental turbulence even until now (Eketu, 2015). An organization that intends to succeed and survive in its business operations must have the ability to adapt to changes continuously (Eketu and Ahiauzu, 2015). Whitman et al, (2014) reported that "Any organization that wants to succeed must strive continuously to adapt in the dynamic business environment". According to Stephenson et al. (2010) in the turbulent political, economic, social, technological, and cultural environment, business enterprises must be ready at all times to experience disruptions in their day to day activities. For instance, an unprepared organization can be adversely affected by a change in the political environment. On the other hand, a well prepared organization will benefit immensely from the change. These challenges can manifest numerous threats to the business existence (Hamel and Välikangas, 2003). It has been recorded in diverse literatures about the relationship between organizational resilience and corporate performance with with complicated and controversial findings, as some have found that there is a positive relationship between organizational resilience and corporate performance (Lengnick, 2011; Kantur and Iseri, 2012; Wicker, Filo and Gaskelly, 2013) other studies revealed that there is a negative relationship between Organizational resilience and corporate performance and thereafter concluded that resilience measures are irrelevant in managing uncertainties in the business environment (Tierney, 2013; Teixeira and Werther, 2013; Pal, 2014). The differences in the studies above can be traced to diverse environment the business operates in as well as the organizational culture practiced by the management. The relationship between organizational resilience and corporate performance among Nigerian firms is limited in literature. Similar studies such as Miidom, Okoroafor and Mabel, (2022). examined organizational intelligence and corporate resilience, while, Ibirobo, Jaja and Eketu (2017) investigated performance management and organizational resilience in commercial banks in Port Harcourt. The absent of literature on the effect of organizational resilience on corporate performance in the Nigerian domestic airline industry creates a knowledge gap that this study intends to certify.



## Conceptual Framework

Figure 1 below presents the conceptual framework guiding this study.



Source: Conceptualized by the Researcher

**Figure. 1: Conceptual Framework for Analysing the Hypothesised Relationship between Organisational Resilience and Corporate Performance in the Nigerian Banking Industry**

As shown in Figure 1, the independent variable in this study is organizational Resilience. The dimensions of organizational resilience adopted for this study are based on the earlier study of McManus, et al., (2008). They include resilience ethos, situation awareness, management of keystone vulnerability, and adaptive capacity. On the other hand, the dependent variable in this study is corporate performance. The measures of corporate performance adopted for this study is employees satisfaction.

## Objective of the study

The general aim of this study is to ascertain the relationship between organizational resilience and corporate performance in the Nigerian domestic airline industry. The specific aims are to:

1. To ascertain the relationship between resilience ethos and employees' satisfaction.
2. To ascertain the relationship between situational awareness and employee satisfaction.
3. To investigate the relationship between management of keystone vulnerability and employees' satisfaction.
4. To investigate the relationship between adaptive capacity and employee satisfaction.



## REVIEW OF RELATED LITERATURE

### THEORETICAL REVIEW

**Resilience Theory:** This theory was based on the fact that children have diverse special characteristics that separates them from another, , those with resilience can withstand stress, while others who are not resilient cannot withstand stress and therefore are open to experiencing stress (Garmezy 1991). It was propounded by Norman Garmezy, in 1991 (Garmezy 1991) a clinical psychologist. Garmezy argued that resilience is the ability to maintain and recover the adaptive traits that is essential in order to be able to withstand unplanned and unforeseen situations at the long run (Rutter 2012). Masten (2011) stipulated that Garmezy's resilience theory is of the assumptions that in order for groups, corporate entities and individuals to be resilient or steadfast amidst crisis, they must have adaptive traits that can help in enhancing their strategic plans to survive and stay in business in the future. Initiating this into the business world, the theory affirms that the survival of the organization is dependent on their behavioral competencies, ability, and capacity to survive , recover and maintain their operations after being faced with threats from the political, technological, economic, global and socio economic environment (Zimmerman, 2013).

**Resource-Based View of the Firm (RBV) Theory:** The theory suggests that competitive advantage makes it possible for a firm to continuously create and sustain superior competencies (Barney, 1991, 1995; McWilliams & Siegel, 2011). The theory further posits that two competitive advantages sources exist, which can be traced to the industrial organization competitive advantage model, developed by Porter (1998). In this model, the company's strength is located outside of the company, and it is resident in the industry. The Resource Based View (RBV) model traced the firm's competitive advantage enjoyed by the firm to the internal strength and resources (Barney, 1991; 1995; Peteraf, 1993; Grant, 2010) This theory is combination of diverse theories and it is used as a strategic management theory that aids in identifying resources that may provide the business with competitive advantage. It also expatiates on superiority creation, competitive advantages and rents resulted from firms through the act of possessing their talent. Any organization that is able to discover talents will surely have increased competitive advantage over it's competitors and is sure to accomplish it's set goals and objectives at the long run as well as the ability to satisfy it's customers which will lead to the growth of the business while the identified talents will be nurtured and and treated in such a way that they may willingly never want to leave the organization in pursuit of greener pastures.

### Conceptual Review

#### Organizational Resilience

Resilience is the elastic or flexible property of a material. Its root is taken from the science of physics and it means jumping back. In fact, resilient organizations bounce back. The term resilience has been used in various fields and disciplines: from ecology and safety engineering to metallurgy and individual and industrial psychology, supply chain, strategic management, and many others. A definition has been provided for this concept by many fields and authors; although the definitions provided by different





fields are different, they all revolve around a common axis "in the ability of the capacity to return to a stable state after a disturbance" (Tennakoon and Janadari, 2021). The organization's ability to achieve its mission even under conditions of disruption (Teng et al., 2022), the organizations capacity to deal with difficulties and hardships (Cruickshank, 2020), the strength and capacity to quickly recover an organization after an event and shock (Deason et al., 2022), the ability of the organization to survive, and the capacity to grow in times of crisis (Bartuseviciene, 2022). Amah and Daminabo-Weje (2004) based on their study believed that efficient and effective business firms are those who have the knowledge to understand the dynamic characteristics of the business environment (Competitors, technology, the availability and cost of finance, taxation, government policy and their customer needs and expectations). They argue that a successful organization should grow like a resilient ecosystem that is continually adapting to changing external conditions in this respect. Organizations are always subject to a variety of dangers due to their restless and turbulent commercial activities. In these contexts, businesses must be adaptive, innovative, and flexible in order to adapt and adjust to changing situations, leading to organizational resilience.

Organizational resilience according to Walker et al 2003 was seen as the ability and capability to resist shocks faced by the firm and the capacity to adapt and adjust to the dynamic business environment. The researchers also stated that a business that is steadfast in its operations will surely have competitive advantage over its rivals in the business if they can manage their resources in such a way that they are able to react positively to the risks, uncertainties, disruptions and disturbances that exist within the business environment. (Erol et al., 2010) described "resilience engineering" as a new paradigm that emphasizes the significance of defining resilience and promotes the establishment of methods to examine and plan to increase business resilience. Managers of resilient businesses, should try as much as possible to understand the environment in which they operate at the board level, and be aware of changes that may pose a risk to employees within the organization, activities, service rendered supply chains managers are also expected to have adequate knowledge about the growing natural, economical, legal, political, technological complex and competitive context by which the business operates, as well as considering and taking into accounts key trends and issues that may likely affect the achievement of the organizations goals and objectives and how the organizations is viewed by its external stakeholders. As observed by Erica (2006), organizations not well prepared for unforeseen circumstances and situations that will arise in the business are liable to face economic downturn. Looking at the loss of skilled talents and capabilities in particular workforces owing to an unforeseen situation or crisis such as death of leaders or the inability of employees to execute tasks, it becomes a necessity for business to become resilient in their endeavors becomes a clarity.

## **Dimensions of Organizational Resilience**

To be able to measure resilience it is necessary to identify its components (Paton & Johnston, 2006). McManus et al. (2008) offered a useful definition which is used as the basis for indicators adapted and developed through this research. They define organisational resilience as, "...a function of an organisation's overall situation awareness, keystone vulnerability and adaptive capacity in a complex,



dynamic and interdependent system". Based on this definition, they proposed three dimensions of organisational resilience including situation awareness, management of keystone vulnerabilities, and adaptive capacity (McManus, et al., 2008:82). *Situation awareness* describes an organisation's understanding of its business landscape, its awareness of what is happening around it, and what that information means for the organisation now and in the future (Endsley, et al., 2003). *Management of keystone vulnerabilities* describes the identification, proactive management, and treatment of vulnerabilities that if realised, would threaten the organisation's ability to survive. This includes emergency and disaster management, and business continuity, and covers many of the traditional crisis planning activities. *Adaptive capacity* describes an organisation's ability to constantly and continuously evolve to match or exceed the needs of its operating environment before those needs become critical (Hamel & Välikangas, 2003). In their discussion of the definition of organisational resilience, McManus et al. (2007) use the results of their qualitative study to identify fifteen indicators, five for each of the dimensions. These indicators and dimensions were reviewed as part of this research and one further dimension 'resilience ethos', as well as a further eight indicators, were added to the model for evaluation. *Resilience ethos* describes a culture where top management is committed to balancing profit-driven pressures such as efficiency with the need to be resilient (Wreathall, 2006). This culture represents "...a willingness to share and refresh knowledge and constant readiness to take community action" (Granatt & Paré-Chamontin, 2006:53).

## Corporate Performance

Performance entails carrying out and accomplishment of tasks, objectives and goals to a certain satisfactory level in the workplace (Aluko, 2003). In simple terms it is when duties delegated to employees within the organization has been carried out or executed. Corporate performance is simply the ability and capacity of a firm to meet and satisfy the expectations of its stakeholders especially the customers, employees and owners. Any firm or business enterprise that does not perform well is liable to enter into loss of capital which will lead to subjecting debt and equity holders at a great risk. However, the sole aim of business firms is to make profit and we'll as to preserve and make wealth to its owners as regards the banking industry, the banks ROE(Return on equity) has to be higher than the cost of equity to make value for its shareholders. Performance of an organization according to Dauda (2010) is determined by the rate at which their products or services are demanded by the public. Most firms have enacted strategies and methods to that will help in attraction both potential and actual customers and also improve on their product quality and quantity. From the above and many more, it can be said that performance is the effective and efficient use of organizational resources in order to achieve set goals and objectives of the organization which will lead to an increase in market share, sustainable profit, Price share, sales, leverage taking and the demand for the firm's products or services and meeting the expectations of the three main stakeholders.



**Employee satisfaction:** Job satisfaction simply is seen as a positive or pleasurable state of emotion amounting from rewards and recognition from superiors regarding the completion of tasks assigned or experience. Anderson (2021). It is the feeling of content an employee experiences with his job or task allotment. An employee that is satisfied with his job will always perform or execute task to the best of their ability because they are okay emotionally, financially and otherwise with their job which can be as a result of incentives given to employees, flexible work hours, assignment of task to person job fit, free flow of communication etc. It is important that employers maintain the procedures or tactical plans that causes or leads to employee satisfaction as it will cause the employees not to leave the organization in search for greener pastures. An employee that is highly satisfied with his job will perform more than one who is dissatisfied with the job as task may not be performed as needed due to the lack of interest in assigned task by such employee.

## **Empirical Review**

### **Organizational Resilience and Corporate Performance**

Rebelo and Gomes (2017) studied the effect of organizational learning culture on organizational profitability and customer satisfaction in 107 firms. The results showed a positive correlation between corporate culture learning and profitability as well as positive indirect effect through total quality management on satisfaction of customers. The study findings reveal the importance of developing an orientation on cultures as well as learning within the firm which will contribute to the success of the Organizations. Ilyas (2017) carried out a study on business strategy and maximization of profitability through corporate learning. found that learning at the corporate level has gained increased strategic significance than human resources conventional strategy of learning at the individual level. The study recommendations were made available in the paper.

Aydin and Ceylan (2008) found a positive and significant relationship between corporate culture and employee satisfaction as well as corporate capacity. Khalib, Kassim, Ghazali, Idris, Jaafar (2015) found that organizational learning capability (OLC) enhances employee satisfaction. Peters, Gudergan, and Booth, (2019) with a data set of 331 employees from firms in Australia investigated and described the concept of interactive profit-planning systems (PPS) through the view of the dynamic capabilities. Watanantakul and Ussahawanitchakit (2012) investigated of marketing adaptation capability on organizational profitability with customer learning, competitor focus and market responsiveness mediating the influence. According to the researchers, there are three dimensions of marketing adaptive capacity which includes dynamic marketing program development, external environment interaction flexibility and continuous customer difference awareness. The study results revealed that MAC (marketing adaptation capability) is partly supported for the test of hypothesis as hypothesized. The interaction between the flexibility of the external environment is very essential as it aids in gaining a positive marketing outcome.

Ali, Sun, Ali (2017) investigated the effect of managerial and adaptive capabilities on organizational innovation in SMEs with data from 210 small medium enterprises. The study results revealed a significant and strong correlation between adaptive Capability, Organizational innovation and





managerial capability. The findings revealed that all of the dimensions of managerial capability and adaptive capability help to develop and improve the performance of organizational innovation in small and medium enterprises.

Malik and Kanwal (2018) studied the effect of organizational knowledge sharing practices on employees' job satisfaction with learning commitment and interpersonal adaptability mediating. The study results showed that organizational support for knowledge sharing fosters learning commitment (LC), and interpersonal adaptability (IA) among workforce that ultimately grounds employees' job satisfaction. The findings revealed that the role of interpersonal adaptability is higher than the effect of Learning commitment.

The study therefore posited as follows;

H1: Resilience ethos has significant effect on employee satisfaction in the Nigerian domestic airline industry.

H2 Situation awareness has significant effect on employee satisfaction in the Nigerian domestic airline industry

H3: Management of keystone vulnerability has significant effect on employee satisfaction in the Nigerian domestic airline industry.

H4: Adaptive capacity has significant effect on employee satisfaction in the Nigerian domestic airline industry

## Methodology

The study adopted a descriptive survey research design which allows researchers to gather information about organisational resilience and corporate performance in the domestic aviation industry in Nigeria. The target population for this study consisted of employees in selected domestic airlines in Nigeria. A total of 60 employees who are senior staff were considered the assessable population for the study and were thus used as a census in the study. They were sampled through judgemental sampling technique in three different locations: Port Harcourt, Lagos and Abuja.

The questionnaire was the principal source of primary data collection. It was designed after an extensive literature review. The questionnaire was divided into two parts (Part 1 & 2). Part 1 contains the demographic information of respondents, while Part 2 was further divided into two sections and consists of questions relating to the subject matter of inquiry. The questionnaire was structured along the Likert 5 point scale of Strongly Agree (SA), Agree (A), Undecided (U) Disagree (D) and Strongly Disagree (SD) with a corresponding value of 5, 4, 3, 2 and 1.

## Operational Measurement of the Variables

There are two sets of variables in this study; they are the independent variable and the dependent variable. The independent variable in this study is organizational resilience. The dimensions of organizational resilience adopted for this study are based on the earlier study of McManus, et al., (2007) and McManus, et al., (2008). They include resilience ethos, situation awareness, management of keystone vulnerability, and adaptive capacity. This variable is measured using the Resilience



Measurement Tool offered by McManus, et al. (2007) and McManus, et al. (2008). These dimensions of organizational resilience were measured using a 5-point Likert-type scale. The response mode ranges from 1-5; where 5 = strongly agree, 4= agree, 3= not sure/neutral, 2= disagree, and 1 = strongly disagree.

On the other hand, the dependent variable is corporate performance and the measures of this variable adopted for this study is employee satisfaction. The study provided further clarity on the relationship between organizational resilience and corporate performance.

**Table 1: Dimensions and Measurement Scale for Organisational Resilience herein referred to as The Resilience Measurement Tool**

S/N	Dimensions of Organisational Resilience	Operational Measures	Strongly agree =5	Agree =4	Not sure/ Neutral=3	Disagree =2	Strongly disagree =1
1	Resilience Ethos	Commitment to resilience					
2		Network perspective					
1	Situation Awareness	Roles & Responsibilities					
2		Understanding & Analysis of Hazards & Consequences					
3		Connectivity Awareness					
4		Insurance Awareness					
5		Recovery Priorities					
6		Internal & External Situation Monitoring & Reporting					
7		Informed Decision Making					
1	Management of Keystone Vulnerabilities	Planning Strategies					
2		Participation in Exercises					
3		Capability & Capacity of Internal Resources					
4		Capability & Capacity of External Resources					
5		Organisational Connectivity					
6		Robust Processes for Identifying & Analysing Vulnerabilities					
7		Staff Engagement & Involvement					
1	Adaptive Capacity	Silo Mentality					
2		Communications & Relationships					
3		Strategic Vision & Outcome Expectancy					
4		Information & Knowledge					
5		Leadership, Management & Governance Structures					
6		Innovation & Creativity					
7		Devolved & Responsive Decision Making					



Source: McManus, et al. (2007) and McManus, et al. (2008)

## Statistical Analysis

The bivariate analysis was carried out with Multiple Regression Analysis with the aid of Statistical Package for Social Sciences version 25.0.

## Results

### Bivariate Analysis

**Multiple Regression Analysis on the influence of dimensions of organizational resilience (O) on employee satisfaction as a measure of corporate performance.**

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.908 <sup>a</sup>	.824	.818	.23904

a. Predictors: (Constant), Adaptive Capacity, Situation Awareness, Resilience Ethos, Management of Keystone Vulnerability

**Table 3 ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.350	4	8.338	145.919	.000 <sup>b</sup>
	Residual	7.142	125	.057		
	Total	40.492	129			

a. Dependent Variable: Employees' Satisfaction

b. Predictors: (Constant), Adaptive Capacity, Situation Awareness, Resilience Ethos, Management of Keystone Vulnerability

**Table 4: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.074	.176		6.097	.000
	Resilience Ethos	.066	.093	.070	.705	.002
	Situation Awareness	.056	.048	.086	1.170	.044
	Management of Keystone Vulnerability	.817	.087	.981	9.410	.000
	Adaptive Capacity	.069	.073	.074	.950	.044

a. Dependent Variable: Employees' Satisfaction



## Multiple Regression Analysis

Table 2 shows that R is .908, and represents the simple correlation which is very high.  $R^2$  value ("R" Square) is .824 and adjusted R square is .818. The implication is that 82.4% of the variance in employee satisfaction can be explained by the changes in independent variables of resilience ethos, situation awareness, management of keystone vulnerability and adaptive capability. As a general rule, this model is considered as a 'good fit' as the linear regression model is able to explain above 60% (threshold) of variance in the dependent variable: profitability (Moosa & Hassan, 2015).

The  $p$  value .000 is  $< 0.05$  in Table 3 is an indication that the regression model statistically significantly predicts employee satisfaction which is the outcome variable. This implies that the hypothesis is supported.

Table 4 shows the multiple regression analysis which shows that un-standardized beta ( $\beta$ ) of resilience ethos, situation awareness, management of keystone vulnerability and adaptive capability are: ( $\beta = 0.066$ ), ( $\beta = 0.056$ ), ( $\beta = 0.817$ ) and ( $\beta = 0.069$ ) respectively, while value of R square = 0.824,  $F = 145.919$  &  $p = .000 < 0.05$ . This specifies that resilience ethos, situation awareness, management of keystone vulnerability and adaptive capability explains 82.4% variation in employee satisfaction to airlines, at Port Harcourt, Lagos and Abuja, Nigeria.

The result of the regression analysis shows that the four organisational resilience attributes of the banks in influencing their corporate performance made significant contribution to explaining the dependent variable (see Table 5 and 6). The two significant factors are: management of keystone vulnerability ( $\beta = 0.817$ ,  $p = 0.044 < 0.05$ ), adaptive capacity ( $\beta = 0.069$ ,  $p = 0.000 < 0.05$ ), resilience ethos ( $\beta = 0.066$ ,  $p = 0.000 < 0.05$ ), and situation awareness ( $\beta = 0.056$ ,  $p = 0.002 < 0.05$ ), considering their respective degree of contribution.

This implies that all the variables made significant unique contribution to the equation.

Therefore the model can be written as:

$$\text{Employee Satisfaction} = 0.066(\text{RE}) + 0.056(\text{SA}) + 0.817(\text{MKV}) + 0.069(\text{AC}) + 1.074.$$

The model suggest that by associating any of the four organisational resilience attributes of airlines, the empirical model can increase the level of employee satisfaction when other things remain constant. Accordingly therefore, changes in management of keystone vulnerability of each airline brand can have the biggest influence on level of employee satisfaction as its beta co-efficient management of keystone vulnerability ( $\beta = 0.817$ ,  $p = 0.044 < 0.05$ ) is the highest followed by adaptive capacity ( $\beta = 0.069$ ,  $p = 0.000 < 0.05$ ), resilience ethos ( $\beta = 0.066$ ,  $p = 0.000 < 0.05$ ), and situation awareness ( $\beta = 0.056$ ,  $p = 0.002 < 0.05$ ).

## Testing of hypotheses 1, 2, 3 and 4

### Decision Rule

If  $PV < 0.05$  = Hypothesis is supported

$PV > 0.05$  = Hypothesis is not supported

**Hypothesis one:** The result of analysis show that resilience ethos had significant effect on employee satisfaction in the airlines ( $\beta = 0.066$ ,  $p = 0.000 < 0.05$ ).



**Hypothesis two:** The result of analysis show that situation awareness had significant effect on employee satisfaction in the airlines ( $\beta = 0.056, p=0.002 < 0.05$ ).

**Hypothesis three:** The result of analysis show that management of keystone vulnerability had significant effect on employee satisfaction in the airlines ( $\beta = 0.817, p=0.044 < 0.05$ ).

**Hypothesis four:** The result of analysis show that adaptive capability had significant effect on employee satisfaction in the airlines ( $\beta = 0.069, p=0.000 < 0.05$ ).

From the foregoing, all the hypotheses (H1, H2, H3 and H4) were supported.

## DISCUSSION OF FINDINGS

The results shown in Table 6, provide support for the four hypotheses (H1, H2, H3 & H4) conceived for the study. **Hypothesis 1** showed a significant effect of resilience ethos on employee satisfaction ( $\beta = 0.066, p=0.000 < 0.05$ ). Therefore, H1 is supported. A culture that promotes a determined willingness to share and refresh knowledge amongst employees has the capacity to enhance employee satisfaction (Granatt & Pare-Chamontin, 2006)

**Hypothesis 2** posited a significant effect of situation awareness on employee satisfaction. With  $\beta = 0.056, p=0.002 < 0.05$ , the effect is significant. This result is consistent with the prediction of H2 and is therefore supported. Thus, a higher level of situation awareness by the banks is associated with a high propensity by airlines to achieve employee satisfaction. This finding is consistent with the finding of Beuren, et al (2022) who found that organizational resilience engendered job satisfaction.

**Hypothesis 3** posited a significant effect of management of keystone vulnerability on employee satisfaction in the airlines. With  $\beta = 0.817, p=0.044 < 0.05$ , the effect is significant. This result is consistent with the prediction of H3 and is therefore supported. Thus, a higher level of management of keystone vulnerability provided banks is associated with a high propensity by employees to be satisfied. In extant literature has several studies (such as Alesch et al. 2001; Chang and Falit-Baiamonte 2002; Alesch and Holly 1998; Webb et al. 2003) proved that management of vulnerabilities influenced post crisis survival of Small and Medium Size Enterprises (SMEs). Such development will naturally engender employee satisfaction as a result of job sustainability.

**Hypothesis 4:** posited a significant effect of adaptive capability on employee satisfaction in the banks. With  $\beta = 0.069, p=0.000 < 0.05$  the effect is significant. This result is consistent with the prediction of H4 and is therefore supported. Thus, a higher level of adaptive capability by banks is associated with a high propensity by employees to be satisfied. This finding is consistent with the finding of Muhammad, et al (2018) who found that interpersonal adaptability facilitated employee satisfaction. When organisations are able to demonstrate an edge over rival organisations, the employees are





expected to be satisfied and this could engender further commitment to the organization and her quest to achieve organizational success.

## CONCLUSION

The empirical study examined the effect of organisational resilience on corporate performance of Nigerian domestic airlines. To test the hypotheses, data were collected from employees of selected domestic airlines in Port Harcourt. The empirical results supported all the posited research hypotheses significantly. An important finding of the study is the fact that management of keystone vulnerability ( $\beta = 0.817, p=0.044 < 0.05$ ) made the strongest effect on employee satisfaction than adaptive capacity ( $\beta = 0.069, p=0.000 < 0.05$ ), resilience ethos ( $\beta = 0.066, p=0.000 < 0.05$ ), and situation awareness ( $\beta = 0.056, p=0.002 < 0.05$ ). The reason is not far-fetched. This is because for airlines to survive the turbulent Nigerian business environment, their managers need to be proactive as the external business environment is filled with volatile changes and shocks of unimaginable proportions. In conclusion therefore, the outcome of the research indicates that ability of organisations to build resilient capability engenders employee satisfaction in the airline industry in Nigeria.

## Study Recommendations

Based on the findings of this study, it was recommended as follows;

1. Airline managers should monitor the business environment and respond appropriately to the demands of the environmental factors.
2. Airline managers and their owners should consider competitors' activities as one of the keystone vulnerabilities in the airline industry.
3. Domestic airline owners and their managers should closely monitor the marketing activities of foreign airlines in particular.

## Limitations and Future Research

The fact that the organisational scope for this study was limited to domestic airlines in Nigeria means that similar studies should be conducted in other countries of the world to enhance the quest to generalise the findings.

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