



ENTREPRENEURIAL PRO-ACTIVENESS AND ORGANIZATIONAL RESILIENCE IN MOBILE TELECOMMUNICATION FIRMS IN RIVERS STATE, NIGERIA

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ABSTRACT

The study examined the relationship between entrepreneurial pro-activeness and organizational resilience in mobile telecommunication firms in Rivers State. The methodology was quantitative and the research design was the cross-sectional survey. The study population was the Regional Offices or Mega Centres of four major communication firms identified in this study, namely: MTN Nigeria, GLOBACOM Nigeria, AIRTEL Nigeria, and 9MOBILE Nigeria. A total of 177 senior staff (managerial and supervisory) was identified through personal visits and inquiry from these offices and centres. The sample size of 123 was determined using the Krejcie&Morgan (1970) sample size determination table. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of the SPSS version 22 package for the bivariate relationship between the entrepreneurial pro-activeness and the measures of organizational resilience at a 0.05 level of significance. The results from the analysis revealed that entrepreneurial pro-activeness influence significantly the measures of organizational resilience. The study recommended that pro-activeness should be enhanced through learning and knowledge development. Also, it should focus on changes that would drive satisfaction of stakeholders operating within the context of the firms.

Key words: *Entrepreneurial Proactiveness, Organizational Resilience, Adaptive Capacity, Situation Awareness, Vulnerability Responsiveness*

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INTRODUCTION

In recent times, the complexities and frequent changes experienced within the environment have necessitated managers to continuously strive for improvement in their product or service offerings. Such changes essentially call for renewal of operations and sustainable market positioning of goods and services. Incidentally, the changes could emanate from threats or shocks within the environment which may lead to organizational failures if not well managed. It is therefore expedient for organizational actors to understand and deal with the changes as they occur. Clearly, organizations are becoming more vulnerable to environmental threats and shocks, irrespective of their varied objectives or type. It is the duty of managers or heads of organizations to pursue the necessary means through which it can thrive and surmount pressures or changes prevalent in the environment taking into cognizance the nature of such change; be it sudden or otherwise. Changes could come as a result of shock, crisis, or organizations disconnection with the environment. Notably, the telecommunications industry is not immune to changes as a result of threats and shocks as well. Challenges such as labour turnover, non-conformance to standards and lack of indigenous experts have in some way affected telecommunication firms negatively. Sustained performance is therefore critical when faced with negative or detrimental environmental crisis. Thus, organizational resilience ensures survival and assured continuity in business (Alastir, 2010).

Resilience is an essential element in dealing with sudden shocks and disruptions in organizations. Organizations that are resilient have a high tendency for opting for the best, which is what makes them able to recover from turbulence as well as other negative change events that impact on their activities within the fast-growing global economy. In his opinion, Hollnagel & Woods (2006) described organizational resilience as the positive quality or

behavioral tendency for coping with stress or adversity. Within the workplace or organization, it can be considered as the capacity of the workers for learning, optimism during negative change events, and the capacity for equanimity during times of uncertainty (Hollnagel & Woods, 2006).

Mallak (1999) noted that organizational resilience begins at the individual level. Sharing decision making power brings about a sense of shared responsibility by the workers within the organization. Employees who are resilient put less time accepting change which makes them improve in term of productivity and service quality (Mallak, 1999). At the organizational level, it comprises the abilities an organization exerts to contain disconnections with its external environment and the will to change plans. Organizational resilience is simply the capacity to deal with unplanned or unforeseen systematic changes, the capacity to adapt to new methods and techniques as well as recent market demands or preferences (Mallak, 1999). Resilience is a function of differing factors relating to structure, age of existence, size (complexity) of the organization.

Pizarro-Moreno, Real & Sousa-Ginel, (2007), argued that companies need to regenerate themselves as a result of frequent environmental changes experienced by businesses through entrepreneurial pro-activeness. Lumpkin and Dess (1996) suggest that entrepreneurial behavior of firms is supported by five processes within an organization, which they call entrepreneurial orientation. In their framework, entrepreneurial orientation consists of five factors namely autonomy, innovativeness, risk taking, pro-activeness and competitiveness. Entrepreneurial orientation as a firm level strategy is used by entrepreneurial firms to enact their organizational purpose, sustain their vision and create competitive advantage (Wiklund & Shepherd, 2003). Pro-activeness is a firm's strategic orientation that captures specific entrepreneurial aspects of decision-

making styles, methods and practices (Frank, Kessler & Fink, 2010).

Pro-activeness involves attempts to discover future opportunities, even when these opportunities may be somewhat unrelated to existing operations (Venkatraman, 1989; Rauch, Wiklund & Frese, 2004). Pro-activeness is achievement oriented, emphasizing initiatives taking, anticipating, creating change, and predicting evolution towards a critical situation and early preparation prior to the occurrence of an impending uncertainty of risk (Boohene, Marfo – Yiadom & Yeboah, 2012). Pro-activeness as a dimension of entrepreneurial orientation is an opportunity-seeking and forward-looking perspective that involves acting in anticipation of future demand and trends, and thereafter capitalizing on these opportunities to gain benefit (Kropp, Lindsay & Shoham, 2008). A strong proactive behavior gives SMEs the ability to anticipate needs in the market place and the capability to anticipate competitor's needs (Covin & Slevin, 1991; Eggers, Kraus, Hughes, Laraway & Snyckerski, 2013). This study examines the relationship between entrepreneurial pro-activeness and organizational resilience of mobile telecommunication firms in Rivers State, Nigeria. This study was guided by the following research questions:

- What is the relationship between entrepreneurial pro-activeness and adaptive capacity of mobile communication firms in Rivers State?
- What is the relationship between entrepreneurial pro-activeness and vulnerability responsiveness of mobile communication firms in Rivers State?
- What is the relationship between entrepreneurial pro-activeness and situation awareness of mobile communication firms in Rivers State?

LITERATURE REVIEW

Entrepreneurial Pro-activeness

There has been an increase in interest on the subject of pro-activeness by researchers in this field. This is

given its relevance in present-day organization. The current business setting is characterized by frequent fluctuations and as such organizations as a matter of need would require futuristic actions that will enable them to meet their predetermined objectives. The adoption of a futuristic plan of action is seen as a proactive act.

Essentially, pro-activeness is viewed as a stable disposition (Ayala & Manzano, 2014), model of behaviour (Bernard & Barbosa, 2016) or behaviour at work (Grant & Ashford, 2008). Pro-activeness implies taking action for the future instead of waiting for something to happen before reacting to it. It is more of being proactive rather than being reactive. It is the use of pre-emptive action against potential threats and problems rather than solve a problem after occurrence (Lynch, et al 2010).

Parker & Collins (2010) observes that pro-activeness is the ability of being able to act in advance to deal with expected circumstances rather than waiting for them to occur first. Pro-activeness involves the use of anticipatory action or initiative to solve a futuristic problem (Campbell, 2000, Grant & Ashford, 2008). It is a behavioural tendency at the workplace that ensures that organizations are not taken by surprise whenever the unexpected happens. Organizations should be well prepared and positioned to handle sudden changes as a result of their proactive behaviour or attitude. Pro-activeness is an aggressive pursuit of opportunities that exist within the market and also a forward-looking idea that allows for the design of new products and services in a bid to outperform competitors by anticipating demand in the future (Lumpkin & Dess; 1996, Rauch et al, 2009). Danes, S.M. (2013) asserted that rather than responding to competitors manoeuvres, firms should pursue opportunities in the market. Pro-activeness anticipates the future, takes opportunity in the market and gains competitive advantage for an organization. New products and work processes are

planned to ensure that businesses are not overtaken by events within the environment.

Pro-Activeness constitutes one of the basic dimensions of corporate entrepreneurship is a first-mover advantage action that enhances a firm's position in the market (Fisher, Maritz & Lobo, 2016). Pro-activeness is futuristic, forward-looking, pre-emptive, and anticipatory; and has the propensity for action that is fundamental in market leadership. Fundamentally, pro-active behaviour involves acting in advance; it is an anticipatory behaviour that employees or organizations take to impact their uncertain environment.

Organizational Resilience

The concept of organizational resilience is novel to management thinking. It is a multi-discipline and multi-dimensional approach (Suryaningtyas et al 2019). Basically, It suggests an organization's ability to rebound from unexpected, stressful, and adverse situations (Gittell et al; 2006). Recently, there has been growing concern aimed at understanding organizational resilience as an integral component of a firm's need to subduing severe encounters (Sheffi, 2005, Chan, 2011). As a result of breaks and other environmental disorders that delimits organizational capability in conveying considerable services or products to consumers (Juttner, 2005, Burnard & Bhamra, 2011), exertion is geared towards generating continuousness and exigency plans in businesses (Cerullo & Cerullo, 2004). Nevertheless, it is contended that continuity plans can only work if the response is immediate and easily monitored (Seville et al., 2006).

Consequently, operating systems should be swiftly adjusted to cope with perceived threats when faced with serious environmental challenges (Sutcliffe & Vogus, 2003). Moreover, the difficulty experienced in accurately forecasting the future has made it mandatory to prepare through establishing

competence in organizational resilience. (Hamel & Valikangas, 2003, Ates & Bititci, 2011).

Accordingly, Mafabi et al. (2012), sees organizational resilience as an industry capacity to acclimatise and develop as the global market is growing, respond to temporary setbacks and reshaping itself to react based on future encounters. Knowing how to and capability to respond to frequent fluctuating demands of the environment an organization operate is resilience. Losing vision, mission and mandate simply means failure in resilience (Mafabi et al. 2012). In a way, resilience can be described as "keep going, no matter what happens". It could also be seen as consistent in whatever course of action one chooses to do. (Ihab & Salman, 2015). Sutcliffe & Vogus (2003) believes that enduring and surviving is however not the only reason for resilience but also having the wherewithal to withstand any form of pressure. Corporate bodies that are resilient exhibits strong zeal and are unceasingly proactive in altering and acclimatizing their operations to fluctuating condition(s).

Firms' resilience represents a state of withstanding fluctuations in the environment and yet functions effectively; that capability enables organization to withstand environmental fluctuations without having to perpetually adapt or be forced to become accustomed to a new way of functioning that better suits the different environmental actualities (McCarthy, Mark & Micheal, 2017).

Based on the foregoing, organizational resilience is conceptually described as being situation-aware, possess adaptive capabilities and responsive to vulnerabilities. Indeed, organizations that endure over a long period in the course of their growth are resilient (Kerr, 2018). Essentially, the power to anticipate and handle unexpected crisis and being able to stay alive and grow is seen as organizational resilience. It entails basically, operating well and

above risk management when looking at business performance.

Consequently, resilient organizations requires features such as pre-emptive mindset and dynamic leadership ability. Indeed, organizational resilience according to McFarlene (2015) reflected an organization's ability to do in advance, organise, react and become accustomed to incremental variation(s) and abrupt disruption(s) to continue and succeed.

Two perspectives come to bear in defining organizational resilience. These views are; transactional and transformational. The transactional view holds that resilience involves the capacity to rebound or recover from a disaster or turbulence condition and carry on after as if nothing ever happened. The major thrust of this view is that organizations can easily bounce-back from any sudden event that ordinary would cause organizations to fail in their operations. The focus is on have inbuilt enablers or mechanisms that can deal or react to unexpected crisis or changes.

The other perspective which is the transformational view sees organizational resilience as the capacity to keep up with unceasing fluctuations. Continuously develop and expand operations in spite of changes in the environment. The view hinges its relevance on the ability of an organization to thrive or continuously improve or operate in spite of environmental threats. Organizations stand a chance to gain competitive edge or lead given unanticipated changes prevalent in the market they operate and develop new capabilities. Thus, resilience is the capability of a business to gain from its resources and competencies, take advantage of available prospects and build a prosperous future as opposed to performance. Furthermore, this perspective recognizes resilience as a dynamic capability that can be intentionally designed and advanced. The latter perspective is transformational (Lengnick-Hall et al. 2011).

Conversely, another methodology in looking at resilience entails fragmenting organizations into vulnerable and non-vulnerable parts. In developing the above perspectives, Gaillard (2010), stated that vulnerability occurs when a group of employees show feeling of pain resulting in negligible happenings as it concerns disasters. Non-vulnerability denotes tolerance that emanates from the methods embraced which ultimately leads to surviving difficult times. Pelling (2003) defines resilience as "the ability to cope with or adapt to risk or crisis to survive and reduce damage". Consequently, resilience is a well-thought-out affirmative aspect of vulnerability (Ihab & Salman, 2014; Robertson & Cooper, 2013).

It encompasses the recognition of potential threats and building cautionary and pre-emptive measures in repositioning the organization.

A good description of organizational resilience is simply acclimatizing to a firm's environment and the development of new skill sets or abilities to manage and absorb fluctuations or variations (Coutu 2002, Hamel & Valikangas, 2003; McDonald, 2006). Organizational resilience is associated with individual actions. Lenghick-Hall et al (2011), sees resilience as a multi-level-shared responsibility involving the management of individual competencies in an organization. And that, individuals competencies can add value to organizational development if they are encouraged to show commitment and dedication in the advancement of the work process. This underscores the essence of an evolving organic structure that recognizes individual power and authority at work, and employees are obligated to perform their responsibilities unhindered (Mullins, 2005; Jaaron & Backhouse, 2011; Elloy, 2012).

There is no unanimous view on the list of the characteristics of resilient organizations; however, some common characteristics do exist in resilient organizations. Robertson and Cooper (2013) opined that the ability to sustain competitive advantages is

common in resilient organizations through effective and collaborative actions in advancing themselves. Organizational actors involved in the decision-making process do not need instantaneous approval and can work under specified time limit when dealing with resilience issues. This gives room for promptness in response and positive impact on productivity and quality (Robertson & Cooper, 2013).

Coutu (2002) further observes that resilient organizations frequently ask if they justly understand and accept the actuality of its condition. Organizations are practically negative looking at reality that enables training in dealing with real manifestation of disaster. Resilient firms endeavour to see the link that exists between real complications and a successful future. Understanding the implications of hard times ordinarily creates easy management of challenging times which translates to positives for the organization. Resilient organizations identify prospects where other organizations could not see because it improvises its processes. However, to improvise does not mean that rules or guidelines or discipline are non-existent (Coutu, 2002).

Management sometimes finds it problematic in recognizing what is dire to them which results in creating difficulty in dealing with unforeseen happenings. Robertson and Cooper, (2013) opined that an organization should have a clear vision that is well communicated to all to reduce the impact of unforeseen circumstances. The vision of a resilient firm is expected to be well crafted, unambiguous and clearly understood. Employees with shared values and commitment towards work would be devoted and resilient in their actions particularly as it concerns dealing with unplanned fluctuations in the environment. Indeed, businesses are distinct in their operations and capabilities which entail their cognitive, behavioural and contextual attributes. Lengnick-Hall et al (2011), submits that capabilities can be advanced methodically for firms to become resilient. The basis of being resilient is to be inventive

and flexible in attaining results. Sabatino (2016) recognize resilience as an intrinsic value in reacting to substantial change.

This study however adopted the definition of McManus et al. (2008) that sees resilience " as a function of three essential competencies; situation awareness, adaptive capacity, and management of keystone vulnerabilities".

Situation Awareness

This measure describes an organization's understanding of its business landscape, its awareness of what is happening around it, and what that information means for the organization now and in the future (Pellissier, 2011). When we lose touch with the environment (situation awareness), there is the likelihood for social mistakes. The loss of situation awareness usually occurs over a period of time and will leave a trail of clues. It is important that organizations stay alert for the clues that will warn of potential losses or diminished situation awareness such as confusion in market decisions, use of improper procedures, departure from regulations, failure to meet planned targets, unresolved discrepancies, ambiguities and fixation or pre-occupation. Situation awareness is dynamic, hard to maintain and easy to lose. Staying in touch all the time is very difficult for most organizations, especially during complex high stress and complex operations. Therefore, it is important that we know what behaviour is effective in keeping us aware of situations (McManus, Seville, Vargo & Brunsdon, 2008).

Vulnerability Responsiveness

Vulnerability is a subject linked to poverty or a state of lack that results in failure or prone to attack. Alonso (2015) associates vulnerability to poverty and that increase in poverty leads to an organization or individual being subjected to intimidation or oppression. Although, Yaqub (2000) argued that poverty fluctuates and therefore it is not always that

an organization or an individual will remain poor. Poverty is a dimension of lack of access to resources and opportunities that has a universal effect on social positioning as it relates to class, gender, age, community structure etcetera (Ayala & Manzano, 2014). The inability to meet up certain basic responsible could expose an organization and allow for other firms to subdue their activities easily. Exposure to highly risky environment without adequate resources may lead to business failure. Consequently, entrepreneurs and managers of organizations must as a matter of urgency respond adequately to these vulnerabilities to guarantee organization resilience.

Generally, vulnerability is the lack of resources to deal with, cope with a threat or sudden happenings. Vulnerability basically could be viewed from two distinct perspectives. External perspective that organization is expected to deal with as a result of stress or shocks. The internal aspect is defenseless and shows the inadequacy to cope and at the same time at a loss or hurt. Hurting may be in the form of been economically reduced or weak, humiliation and socially impaired if the response to vulnerability is not managed. Also, asset ownership is imperative in the understanding of vulnerability. Organizations that have high assets are less vulnerable to attack and vice versa. Essentially, organizational components are necessary for business processes to continue. Any lack could open the business to dwindling performance particular if there is a conscious attack in form of price war by competitors.

The capacity for self-protection is determined by several factors which put together constitutes vulnerability to organizations (Philip & Rayhan, 2004). Exposure to education, health, hunger, poverty amongst others could affect vulnerability at the personal or group level. Irrespective of organizational type or pattern, the invariability of the highlighted critical elements would socially, politically, economically or technologically affect any business

concern (Callo-Concha & Ewert, 2014). Similarly, organizations that lack political space and socially disadvantage would ordinarily suffer setbacks because their vulnerability status is high. Likewise, nations that are economically disadvantage would be exposed to all forms of ill-treatment in the international market.

Generally, the concept of vulnerability covers ecological, technological, socio-political and economic aspects of individual and organizational life. For purposes of the study, vulnerability is seen as those concerns of a firm's operational and managerial competence that may likely hinder productivity if it cannot be readily accessed or revitalized. Thus, the failure of a part of an organization could act as a setback to the organization. Lack of human resource or inability of an organization to access competent staff could cascade to major failure over time. Organizations are expected to note the connection between their work processes and resources and exposure of failure (vulnerability).

Responding to any perceived weakness is a sin qua non to organizational success because competing organizations may not have any means of attack. Again, those key components that are critical to an organization should be proactively identified and any issue arising from its defect is expected to be treated promptly. Any factor or issue that would threaten a firm's achievement during crisis or unforeseen actions has to be strategically perceived and dealt with. Concluding, organizational assets such as building, structures, computers, suppliers, experts, and other work processes could constitute a source of vulnerability. It needs to be easily identified and promptly acted upon to avert unpleasant consequences.

Adaptive Capacity

The concept of adaptive capacity remains contestable but it can be defined as broadly as the ability of individuals, communities, organizations, nations and

other actors to adapt to the current and likely future effects of changes in the global climate (Eakin, Lemos & Nelson, 2014). Therefore, adaptive capacity refers to the ability of a system to respond to change and has become widely acknowledged as a fundamental component of vulnerability to climate change. Furthermore, Adger (1999) defines the concept as the ability of a system to adjust to climate change in order to moderate potential damages, to take advantage of opportunities, or cope with the consequences. In a broad sense, adaptive capacities actually represent those social and technical skills and strategies of individuals and groups that are directed towards responding to environmental and socio-economic changes. Indeed, entrepreneurs and organizational leaders deploy adaptive capacity in order to adapt to challenges they face in their environments..

Lim, Spanger-Siegfried, Burton, Malone & Huq (2005) defines adaptive capacity as the property of a system to adjust its characteristics or behaviour in order to expand its range under existing climate variability, or future climate conditions. Thus, from an organizational point of view, the adaptive capacity inherent in a system represents the set of resources available for adaptation as well as the ability or capacity of that system to use these resources effectively in pursuit of adaptation. In addition, adaptive capacity describes the organization's ability to constantly and continuously evolve to match or exceed the needs of its operating environment before those needs become critical to its survival (Lengnick-Hall, Beck & Lengnick-Hall 2011). According to McManus, Seville, Vargo & Brunson (2008), adaptive capacity is context-specific and varies from country to country, from community to community, among social groups and individuals and over time. It varies not only in terms of its value but also according to its nature. Adaptive capacity has been analyzed in various ways, including its thresholds and coping ranges as well as by the conditions that a system can

deal with, accommodate, adapt to, and recover from (Jaaron & Backhouse, 2011).

Entrepreneurial Pro-activeness and Organizational Resilience

Pro-activeness is the capacity to act before others in product introduction or capturing new markets or resource tapping. These are essential elements an entrepreneur adopts in searching for new opportunities that are new to the current operations of the business (Olson, Slatter & Hult, 2005). Organizations that adopt pro-activeness in their strategies can achieve, maintain and gain improved resilience and competitiveness in emerging market environments. Pro-activeness in a flooded market requires a firm to be the first in establishing new needs or introducing new products and adopting new approaches to attain a sustainable competitive edge over other firms (Olson, et al, 2005).

Harun & Veysel (2009) define pro-activeness as an anticipatory and future opportunity-seeking venture that enables firms to make placement of their products or services in the market before rivals. The concept of the pro-activeness of a business or individual simply means the capacity of the business entity or person to act in anticipation of future changes, needs or problems (Cabras & Mount, 2016). Thus, by being the first person or business to move in pursuit of new opportunities and participate in developing markets, such a person or business can be closely associated with organizational level entrepreneurship activities. Pro-activeness is an orientation concerning the position that beholds entrepreneurial behavioural practices and methods (Frank, Kessler & Fink, 2010). To prepare and look out for emerging opportunities allows for easy placement of new brands or operational processes before competitors' is pro-activeness (Okpara, 2009). From the foregoing argument, the study hypothesized thus:

Ho₁: Pro-activeness and adaptive capacity of mobile communication firms have no significant correlation.

Ho₂: Pro-activeness and keystone vulnerability of mobile communication firms have no significant correlation.

Ho₃: Pro-activeness and situation awareness of mobile communication firms have no significant correlation.

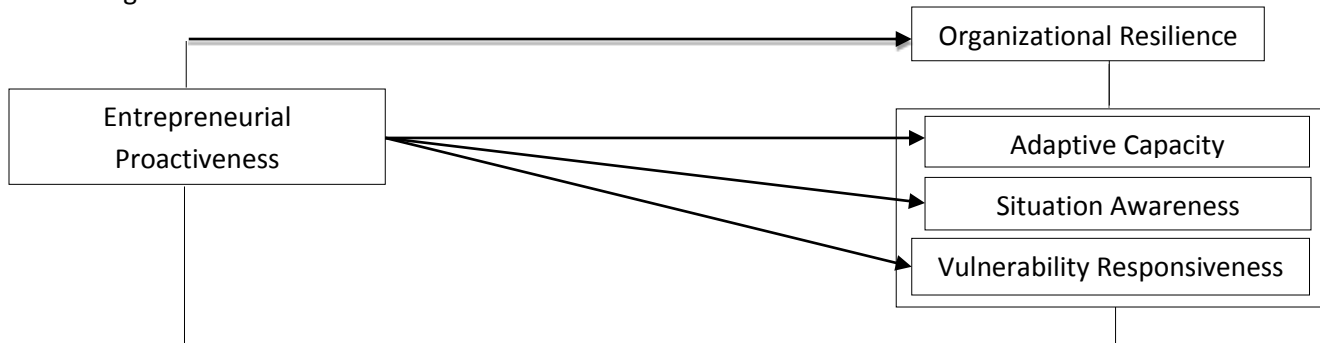


Fig.1 Operational framework for the hypothesized relationship between entrepreneurial proactiveness and organizational resilience

Source: Author’s Desk Research, 2018

METHODOLOGY

The methodology was quantitative and the research design was cross-sectional survey. This study adopted an accessible population of the regional offices or mega centres of four major communication firms identified in this study, namely: Nigeria, GLOBACOM Nigeria, AIRTEL Nigeria, and 9Mobile Nigeria. A total of 177 senior staff (managerial and supervisory) were identified through personal visits and inquiry from

these offices and centres. The sample size of 123 was determined using the Krejcie&Morgan (1970) sample size determination table. The hypotheses were tested using the Spearman’s Rank Order Correlation Coefficient with the aid of the SPSS version 22 package for the bivariate relationship between the entrepreneurial pro-activeness and the measures of organizational resilience at a 0.05 level of significance.

Table 1: Reliability statistics for the instruments

	Dimensions/Measures of the study variable	Number of items	Cronbach’s Alpha
1	Pro-activeness	5	.802
2	Adaptive Capacity	5	.724
3.	Situation Awareness	5	.801
4.	Vulnerability Responsiveness	5	.805

Source: Research data, 2018

RESULTS

Bivariate Analysis

Data analysis was carried out using the Spearman rank order correlation tool at a 95% confidence interval. Specifically, the tests covered the hypotheses that were bivariate and declared in the

null form. We based on the statistic of Spearman Rank (rho) to carry out the analysis. The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in (p> 0.05) or rejecting the null hypothesis in (p <0.05). We began by presenting first a test of existing relationships.

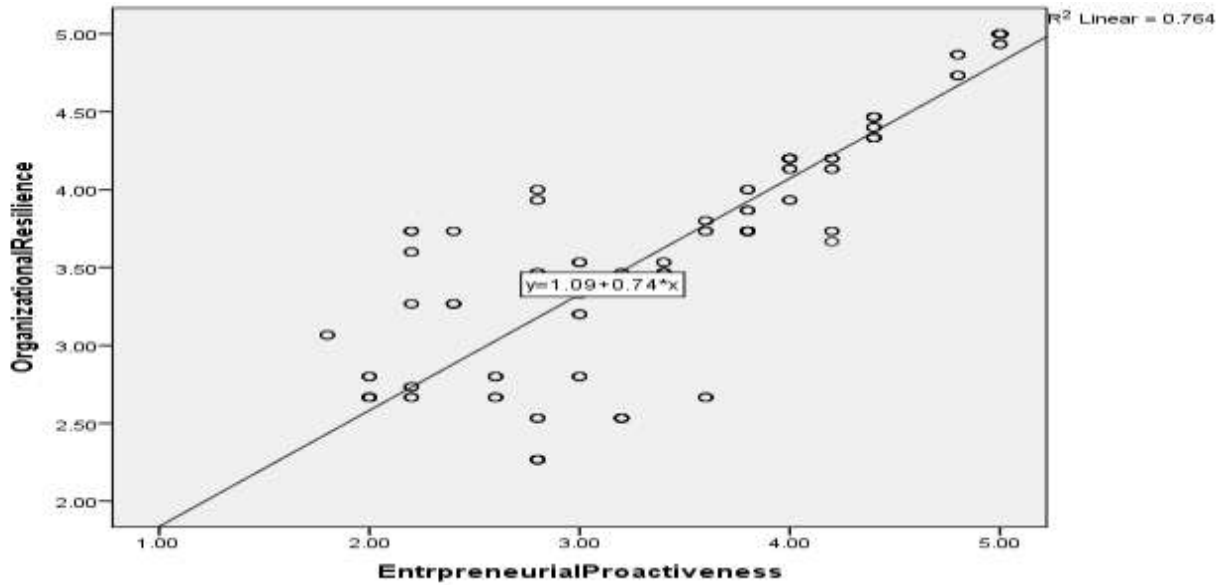


Figure 2: scatter plot relationship between entrepreneurial pro-activeness and organizational resilience

The scatter plot graph showed at R^2 linear value of (0.764) depicting a strong relationship between the two constructs. The implication was that an increase in entrepreneurial pro-activeness simultaneously brings about an increase in the level of organizational

resilience. The scatter diagram provided vivid evaluation of the closeness of the relationship among the pairs of variables through the nature of their concentration.

Table 2: Correlation for Pro-activeness and Organizational Resilience

		Proactive	Adaptive	Situation	Vulnerable
Proactive	Correlation Coefficient	1.000	.650**	.541**	.501**
	Sig. (2-tailed)	.	.000	.000	.000
	N	115	115	115	115
Adaptive	Correlation Coefficient	.650**	1.000	.533**	.495**
	Sig. (2-tailed)	.000	.	.000	.000
	N	115	115	115	115
Situation	Correlation Coefficient	.541**	.533**	1.000	.450**
	Sig. (2-tailed)	.000	.000	.	.000
	N	115	115	115	115
Vulnerable	Correlation Coefficient	.501**	.495**	.450**	1.000
	Sig. (2-tailed)	.000	.000	.000	.
	N	115	115	115	115

Source: Fieldwork, 2018

Pro-activeness and adaptive capacity: The relationship between pro-activeness and adaptive capacity is revealed to be significant with a $p = 0.000$ and $\rho = .650$. The result indicated a strong level of influence by pro-activeness on the adaptive capacity

of the communication firms. It indicated that activities which express trend setting and change initiatives impact strongly on the organizations capacity to adapt and adjust to the changes in its environment. In this sense, it suggested that pro-

activeness contributes significantly towards enhancing the adaptive capacity of communication firms in Rivers State; hence, the hypothesis of no significant relation is rejected.

Pro-activeness and situation awareness: The relationship between pro-activeness and situation awareness was shown to be significant with a $p = 0.000$ and $\rho = .541$. The evidence from the analysis showed a moderate level of impact by pro-activeness on the situation awareness of the communication firms. It revealed that behaviour which reflects seeking for change or leading in organizational change, influences at a moderate level, the organizations sense of awareness and understanding of its market and the dynamics of its environment. This indicated that pro-activeness contributed significantly towards improving the situation awareness of communication firms in Rivers State; hence, the hypothesis of no significant relation was rejected.

Pro-activeness and vulnerability responsiveness: The relationship between pro-activeness and vulnerability responsiveness was revealed to be significant with a $p = 0.000$ and $\rho = .501$. The result from the analysis revealed a moderate level of influence by pro-activeness on the vulnerability responsiveness of the communication firms. This goes to indicate that behaviour which can be described as change initiating impacts moderately on the organizations responsiveness and reactive behaviour especially in line with its key vulnerable features. This suggested that pro-activeness contributed significantly towards improving the vulnerability responsiveness of communication firms in Rivers State; hence, the hypothesis of no significant relationship is rejected.

The results for the hypotheses with regards to the relationship between pro-activeness and the measures of organizational resilience were stated as follows:

- Pro-activeness and adaptive capacity in mobile communication firms relate significantly.
- There is a significant relationship between pro-activeness and situation awareness in mobile communication firms relate significantly.
- There is a significant relationship between pro-activeness and vulnerability responsiveness in mobile communication firms relate significantly.

DISCUSSION

The evidence presented herein affirmed that a significant relationship exists between pro-activeness and organizational resilience in mobile communication firms in Rivers State. This is as pro-activeness was observed to significantly impact on all three dimensions of organizational resilience positively. In a similar study, Parker and Collins (2010) examined the extent to which proactive behaviour significantly impacted on the functionality and effectiveness of the organization. Using the factor analyses, they further observed the existence of a significant relationship between pro-active behaviour and structure of organization.

The findings supported the position that behaviour or actions which were pro-active in nature served to propel the organization towards change and initiative. Such behaviour comprised of taking charge of events, driving for change, and also ensuring organizational pacesetting through the adoption of new technologies or systems (Ashford, Rothbard, Piderit & Dutton 1998). Pro-active behaviour supports activities related to environmental scanning, anticipation of happenings in existing markets as well as the introduction of concepts or models in new product design (Parker & Collins, 2010). These products or services serve to fill observed satisfaction gaps and, in this way, enhance the organizations fit with its environment and improving its resilience capacities.

Furthermore, the proactive organization has a stronger and more significant fit with its market and

with its environment. This is because pro-activeness offers the organization a set of self-initiated behaviours or actions which are geared towards the achievement of unique service improvements, enhanced organizational attributes, and improved competitive positioning within the environment. It is equally important for organizations to actively seek and obtain feedback about their market offerings through inquiry or monitoring (Ashford, *et al*, 1998).

Also, pro-activeness enhances the organizations capacity for change and as such, some of its major emphasis is on resilience factors such as situation awareness and the organizations capacity for adaptability. By organization-environment fit, organizations are able to remain in touch and in tune with their environment. This attribute fosters and enhances their capacity for adaptability and is a strong indicator of resilient behaviour. Grant and Parker (2009) further identified pro-activeness as essential to the organization's receptivity towards change and how it copes with change.

The findings from this study therefore reiterated that of Parker & Collins (2010) who from their argument,

identify pro-activeness as a primary feature and antecedent of successful organizations which overtime have learnt how to survive through resilience. This emphasis on the benefits or pro-activeness is also shared by, Pace and Frese (2004), who also identified responsiveness and situation awareness as apparent consequences of organizations that are pro-active in nature.

CONCLUSION AND RECOMMENDATION

This study concludes that entrepreneurial pro-activeness is required for organizational resilience. The study affirms that pro-activeness contributes significantly towards the realization and manifestation of measures such as adaptive capacity, vulnerability responsiveness and situation awareness. Obviously, the study affirms that entrepreneurial pro-activeness is critical to the sustenance, recovery and ability to deal with unplanned change.

Thus, the study recommended that pro-activeness should be enhanced through learning and knowledge development. Also, it should focus on futuristic changes that would drive satisfaction of stakeholders operating within the context of the firms.

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