

Moderating Influence of Entrepreneurial Orientation on Value Creation and Organizational Resilience in Nigeria Domestic Airlines Operators

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Abstract

The study examined moderating influence of entrepreneurial orientation on value creation and organizational resilience in Nigeria's domestic airlines operators. Specifically, the study investigated the relationship between value creation and organizational resilience of Nigeria's domestic airline operators and the role of entrepreneurial orientation as a moderating variable on value creation and organizational resilience of Nigeria's domestic airline operators. Value creation was un-dimensioned while organizational resilience was measured in terms of organizational adaptability and organizational ability. Data were collected using a structured questionnaire with a 5-point likert-scale. 70 copies of the questionnaires were distributed to each of the 14 Nigeria domestic airline operators, 54 copies were retrieved and valid copies 46. A sample size of 70 respondents consisting of business airline managers, marketing managers, operational managers, supervisors and desk officers from each of the 14 Nigeria domestic airline operators. Data were analysed using descriptive and inferential statistic. Pearson product moment correlation served as the test statistic. At the secondary level, univariate analysis was used to respond to research questions and partial correlation was used to test the moderating influence of entrepreneurial orientation on value creation and organizational resilience. The multiple regressions were used to evaluate the combined impacts of all the predictors on criterion variables. All statistical analyses were performed relying on SPSS 22.0. The study revealed that there is a positive and significant relationship between value creation and organizational resilience of Nigeria's domestic airlines operators. Similarly, entrepreneurial orientation significantly moderates the relationship between value creation and organizational resilience. The study concludes that value creation relates with organizational resilience of Nigeria's domestic airline operators and entrepreneurial orientation moderates value creation and organizational resilience of Nigeria domestic airline operators. The study recommends that domestic airline operators should explore all means to create value to strengthen their organizations' resilience.

Introduction

The Nigeria domestic airlines operators are a group of airlines companies, managers, stakeholders, owners, and aviation-related businesses that transport passengers and cargo by air. They are responsible for flight, development, aircraft maintenance, air interchange control and directives, baggage check-in and administration, as well as on-site vending and catering (OEF, 1999). Over the years, the operators of Nigerian Nigerian domestic airlines have undergone continuous historic shifts, experiences, expansions, and growth. These operators are essential for expediting and easing flights and communication, as well as for managing shipments (Nwokah, 2010). The aviation industry appears to be one of the most global, with regulations and standards developed and enforced on a global scale for efficient and productive operation. Therefore, domestic airline operators have to go beyond simply compliance with their businesses' cargo management procedures in accordance with international best practices (Ezeoke & Akani) (2019). Perhaps these operators need to realize that passengers require care, respect, and compassion. When planes are delayed, the majority of passengers will be stranded at the airport for hours; nevertheless, nothing is done by domestic airline operators to keep the passengers at ease or comfortable; this causes considerable suffering for the passengers.

In contrast, factors like as the state of the economy, the inaccessibility of foreign exchange, complex taxation, intense competition, and stringent government laws function as obstacles to the success of local aircraft companies (Faajir & Zidan, 2016). Similarly, most domestic airline companies lack the trust of their passengers. Apparently, the majority of travel brokers charge consumers for premium tickets yet book them on low-cost aircraft. All of these factors, along with many more, have produced complications for domestic airlines. Due to the significance of these domestic airline operators, it is imperative that they create value in the minds of the passengers, the company, and its stakeholders, as the majority of passengers choose an airline based on speed and comfort, with the expectation of arriving at their destination as a result of the value they receive from the operator. Therefore, airline operators must create value in order to remain in business. In the business literature, value generation has long been highlighted as the primary purpose of domestic airline operators (Haksever, Chaganti, & Cook, 2004). Similarly, the value creation stems from the impact that customer value judgments have on customers' trustworthiness and repurchase performance, and hence on paybacks for operators to be resilient (Johnson Herrmann, & Huber, 2006; Sirdeshmukh Singh, & Sabol, 2002). Creating value is a prerequisite for organizational resiliency.

Organizational resilience is an organization's capacity to effectively recruit, grow, and maintain transformative behaviors in order to exploit disruptive surprises that pose a threat to the organization's survival. Thus, domestic airline operators convert the challenges they experience and endure into possibilities. Accordingly, entrepreneurial attitude moderates value creation and organizational resilience. Which is considered the entrepreneurial approach building processes that key decision makers engage in to support their organizations' management reasoning, promote its vision, and foster organizational resilience? Akani,Wami and Ikegwuru (2020). The strategic approaches in the decision-making process and methods for explaining corporate performance (Green, Covin, & Slevin, 2008; Huang & Wang, 2011). The method and practice of comprehending the idiosyncrasies of an industry into which an organization is intending to enter. This is the mindset of an entrepreneur. Entrepreneurial orientation consists of autonomy, originality, proactivity, competitive aggression, and risk tolerance (Lumpkin & Dess, 1996). In

this instance, it is the hopeful, viable ferocity, sovereignty, and threat-management skill of any marketing enterprise.

Akani, Ikegwuru, and Ogan (2021) evaluated the influence of entrepreneurial orientation on private secondary schools' sustained competitive advantage in the Nigerian state of Rivers. At the 0.05 level of significance, the aspects of entrepreneurial orientation (innovativeness and competitive aggression) have a somewhat positive and statistically significant influence on competitive advantage. Akani, Wami, and Ikegwuru (2020) analyzed the relationship between entrepreneurial orientation and marketing performance of small and medium-sized enterprises (SMEs) in the Nigerian state of Rivers and found that, at a significance level of 0.05, entrepreneurial orientation has a positive and significant relationship with marketing performance.

Utilizing a survey approach, Kenigheni and Ikegwuru (2020) investigated the impact of entrepreneurial orientation on unemployment reduction in Nigeria. To pick 200 entrepreneurs from four well-known Local Government districts in the state of Rivers, a stratified random sampling technique was utilized. The ordinary least square (OLS) method was used to examine the relationship between entrepreneurial orientation and unemployment reduction in Nigeria, and the results reveal that entrepreneurial orientation predicts unemployment reduction in Nigeria with high accuracy. Zighan, Alkalha, Abulqumboz, and Dwaikat (2021) evaluated the entrepreneurial orientation operating techniques implemented by small and medium-sized businesses in 2019 in response to the coronavirus disease. Through 43 interviews and a semi-structured questionnaire, data was collected. The study indicated that entrepreneurial attitude mobilizes the resilience of small and medium-sized businesses to withstand large changes and risks.

Prior studies on value creation have not provided sufficient information regarding the moderating effect of entrepreneurial attitude on value creation and organizational resilience among domestic airline operators. It has been observed among these studies that they did not use entrepreneurial orientation as a moderating variable of value creation and organizational resilience, thus leaving a gap; thus, this study evaluated the effect of entrepreneurial orientation as a moderating variable on value creation and organizational resilience among Nigerian domestic airline operators. The variables of the study are shown in the conceptual framework that follows. Where value creation is the only predictor variable, organizational resilience is quantified using organizational adaptability and organizational agility, and entrepreneurial orientation moderates the relationship between the predictor and criterion variables.

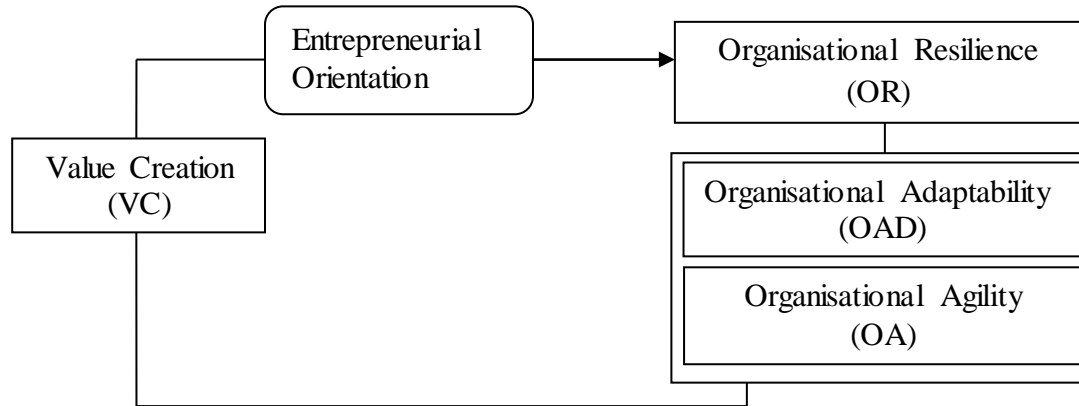


Figure 1: Conceptual framework showing the moderating variable of entrepreneurial orientation on value creation and organizational resilience of the Nigeria international airline operators.

Source: Researchers conceptualization (2022)

Review of Literature/ Conceptual Framework

Theoretical Foundation/Dynamic Capabilities Theory

The hypothesis of the idea is that organizations with larger capabilities will outperform those with fewer dynamic capabilities. The purpose of this theory is to comprehend how organizations use dynamic capacities to produce and sustain a paradigm shift by responding to and causing environmental changes (Teece, 2007). The theory of dynamic capacities investigates how organizations integrate, develop, and reconfigure their internal and external organization-specific competencies into new competencies that are suited to a volatile environment (Teece, Pisano, & Shuen, 1997). The idea hypothesizes that organizations with significantly more dynamic capabilities will outperform those with significantly less dynamic capabilities (Miles, 2012).

The Concept of Value Creation

To comprehend value production, it is necessary to comprehend value. What consumers are prepared to pay represents value. Value creation is the distinction between an item's worth and its price. Providing fewer incentives for marginally greater merit. Cengiz, Radha, and Ronald (2004) stated that the primary purpose of organizations has long been emphasized in business literature as value generation. It would appear that the objective of any marketing organization is to generate value. Value is created when a company gives cheaper prices than competitors in exchange for equivalent compensation, or when it offers unique benefits that more than compensate for a higher price (Porter, 1985: 3). The potential of a good, service, or activity to satisfy a need or give a benefit to a person or legal entity is its value (Cengiz Radha, & Ronald, 2004). Value creation is crucial to an organization's marketing strategy (Jaworski & Kohli, 1993; Han, Kim, & Srivastava 1998). Creation of value is a necessary condition for commerce to occur. Successful organizations prioritize value creation as the acts most aligned with their strategic objectives within their viable niche (Miller & Floricel, 2004) Customer value is the difference between the benefits a customer receives from owning and utilizing a product and the cost of acquiring that goods (Kotler & Armstrong, 1996:9).

Value is utilized exclusively in various wisdom and is also a mid-level notion in economic

theory (Cengiz et al, 2004). "Traditional marketing has placed a greater emphasis on the transaction and customer relationship, while entrepreneurial marketing focuses on innovation and value creation" (Morris, Schindehutte, & LaForge, 2002). However, customers do not evaluate product and price values accurately or objectively; they perform based on superficial value considerations (Kotler & Armstrong, 1996:10). In most cases, the customer's evaluation is distorted and subjective. However, the perspective of the consumer is essential for domestic airline operators, as passengers may have had a great customer experience with a different airline and expect a similar or slightly better experience with the present airline.

Therefore, travellers' opinions should be solicited in order to create products with greater value. In the business literature, value creation has long been portrayed as the primary objective of firms (Cengiz et al, 2004). Value creation methods take into account the parties, behavior, and resources involved in value development (Gummerus, 2013:20). Inability of domestic airline operators to perform assured supervisory tasks in the business has been hampered by a shortage of qualified staff throughout time (Pam, 2013). This is no longer the case, as the Nigerian Civil Aviation Authority (NCAA, 2022) has confirmed there is sufficient manpower to carry out these oversight functions. For example, they have over 20 airports, over 18 aerodromes, and over 30 regulated airstrips and helipads; 23 domestic airlines; 554 licensed pilots; 913 licensed engineers, and 1700 cabin personnel. The availability of these human resources necessitates the operators and owners to create value. However, some firms only produce value for their shareholders, while others believe that value must be created for all stakeholders (Cengiz et al, 2004). In this case, value should be created for all stakeholders, as they are the ones that utilize the product or service. Alternatively, if value is created exclusively for shareholders, and they are not the only users of the organization's product, then value should be created for all stakeholders.

According to Talebnya, Salehi, Valipour, and Yousefi (2009), there are two situations of value at organizational levels: using the value and exchanging the value. Utilizing the value pertains to a specific quality, as well as a task, duty, or product to which users pay close attention when searching for it, because they rely on it; so, performance identifies the new duty or product. While changing the value because of money from work, product, or job, or the rate of money paid by the client for using the value of that service, work, or product. Nevertheless, according to Gummerus (2013), value creations were positioned within the company, suggesting that the firm is viewed as the creator of value as it transforms resources into durable organizational forms. Amit and Zott (2001) researched value creation in e-business and found that new value can be produced in e-business by enabling transactions. They devised a model of sources of value creation in which they assert that e-business value generation hinges on efficiency, complementarities, lock-in, and novelty. According to their findings, neither entrepreneurship nor strategic management can adequately explain the value creation of e-business. Perhaps an integration of the prevailing theoretical viewpoints on the creation of value is necessary (Amit & Zott, 2001). In the airline sector, value creation for customers that stands out from the competition has become essential. What's the bottom line? Hillman and Keim (2001) investigate shareholder value, stakeholder management, and social challenges.

The Concept of Organizational Resilience

Resilient organizations contribute significantly to resilient communities; yet, the task of constructing more resilient organizations is complicated by the inability to translate the concept of resilience into actual organizational structures (McManus et al., 2008).

Further, they noted that organizations generally do not comprehend the connection between developing robust day-to-day operations and having resilient crisis response and recovery. Most of the time, resilient organizations exist while enduring conditions that are unexpected, unclear, frequently unpleasant, and unstable (Lengnick-Hall, Beck, & Lengnick-Hall, 2011). In light of the preceding, marketing theory is unfamiliar with the concept of organizational resilience. It is a multi-discipline and multi –dimensional approach (Suryaningtyas et al., 2019). Essentially, it refers to an organization's capacity to recover from unforeseen, stressful, and negative conditions (Korber & McNaughton, 2018). The organization's capacity to anticipate turbulence, adapt to such upheaval, and provide lasting value.

In recent years, there has been a heightened interest in comprehending organizational resilience as a fundamental requirement for taming adversity (Absah & Harahap, 2020). Organizational resilience is the capacity of an organization to effectively absorb, create situation-specific reactions to, and eventually participate in transformative behavior to capitalize on disruptive events that threaten its continued existence (Lengnick-Hall et al., 2011: 244). According to Duarte and Kok (2019), organizational resilience is the capacity of an organization to adapt and develop as the market expands, respond to momentary setbacks, and reshape itself in response to future encounters. Researchers have examined and suggested that organizational resilience is the positive adaptive capacity individuals demonstrate when confronted with adversity (Kantur & Iseri-Say,2015).

Indeed, organizations that endure for a long time during their development are resilient. Different scholars have measured organizational resiliency using diverse metrics in different contexts. Specifically, Suryaningtyas, Sudiro, Troena-Eka, and Irawanto-Dodi (2019) conceptualized the phenomenon. Several studies have dimensioned the concept of organizational resilience in a variety of ways for the purpose of this study; we will evaluate the following scholars' contributions. The construct of self-assurance, personal vision, adaptability, resiliency, organization, problem-solving ability, interpersonal competence, social connectivity, and initiative. Waribugo and Godwin (2018) characterized organizational resilience in terms of anticipatory capacity, robustness, organizational flexibility, and organizational agility. Based on the preceding, this article conceptualizes organizational resilience as organizational adaptability and organizational agility, which was borrowed from Waribugo and Godwin (2018).

Organizational Adaptability

Adaptability is the behavior that organizations modify in response to changing situations. Adaptability focuses on how a company's organizational form, structure, and degree of formalization influence its capacity to adapt (Chakravarthy, 1982). Organizational flexibility refers to adaptations made in response to crises for the purpose of advancing the organization. Organizational adaptation is how businesses adjust to a dynamically changing environment. Adaptability is not synonymous with organizational success; rather, it refers to an organization's ability to adopt the proper degree of structure variables that are dependent on some level of contingency variable. Organizational flexibility is contingent on the availability of physical, human, and marketing assets and resources. Therefore, organizations must learn; adjust; and systematically produce new business practices. Therefore, enhancing their resources, which include staff skills, competencies, and procedures and processes. The organization must be

flexible in order to preserve agility.

Organizational Agility

Agility is the ability of a company to respond quickly to changes in an uncertain business environment by offering customer value, being adaptable, respecting human knowledge and talents, and establishing physical and implicit organizational structures (Goldman et al., 1995). (D'Aveni, 1999) Organizations that possess the capability to be agile maintain a strategic advantage. An organization's agility enables it to maintain intentional fortification. Tallon and Pinsonneault (2010:473) defined agility as customer agility, business partnership agility, and operational agility. Organizational agility is the capacity to adjust rapidly to changes in an uncertain business environment by delivering customer value and maintaining organizational fitness. The definition of organizational agility is "the capacity to detect unanticipated changes in the environment and effectively react, fast and efficiently, by leveraging and reorganizing internal resources, so gaining a competitive edge" (Itkien & Deksnys, 2018). Conboy (2009) notes that it varies from other concepts used to identify sense-response pairings, such as strategic flexibility and, by extension, mindfulness and resilience, because it also considers the rate of change.

Entrepreneurial Orientation (EO)

EO refers to the processes, procedures, and decision-making activities that lead to the production of value and entry into new markets (Harcourt, Kayii & Ikegwuru, 2020; Lumpkin & Dess, 2006). It represents the guiding principles and practices that provide the basis for entrepreneurial decisions and procedures. Akani, Wami, and Ikegwuru's (2020) EO can be viewed as entrepreneurial competencies that can be cultivated through the generation of sufficient entrepreneurship value. The entire endeavor and initiative following an entrepreneurial orientation is to establish self-employing businesses, a new venture that ensures the availability of new products, meets the needs of shareholders and customers, and satisfies the market, thereby generating employment opportunities that will contribute to the expansion of the market (Bayo, & Kayii, 2020; Duru, 2011). Entrepreneurial orientation can be considered as the entrepreneurial decision-making processes that key decision-makers employ to support their firms' managerial principles, promote its emergence, and foster organizational resilience. Akani, Wami, and Ikegwuru (2020). Entrepreneurial orientation is the entrepreneurial method employed by self-employed firms, a new venture that ensures the availability of new products, to meet shareholder and customer value, and to satisfy the market place, hence producing employment possibilities and consumer value.

Value Creation and Organizational Resilience

Chen, Xie, and Liu (2021) employed exploratory case study methodology to examine the process of organizational resilience in six highly resilient organizations. The research filled a gap in the current literature on organizational resilience and its measuring scales, thereby laying the groundwork for future research. According to Kantur and Şeri-Say (2015), the purpose of this study is to address a vacuum in the literature by constructing a reliable and accurate scale of the organizational resilience construct using both qualitative and quantitative approaches. Klimas (2016) found the competition gap in the Polish aviation industry and stated that organizational culture and orientation are significant drivers of industry competition. In India, Takii (2007) discovered a favorable correlation between adaptability and a company's average profit rate and

market value. Tallon and Pinsonneault (2011) found a strong and favorable relationship between agility and performance. Similarly, Zighan, Alkalha, Abulqumboz, and Dwaikat (2021) identified entrepreneurial orientation as a means to mobilize the resilience of small and medium-sized businesses to withstand large disruptions and hazards. Li, Zhao, Tan, and Liu (2007) investigated the moderating effect of entrepreneurial orientation on the relationship between market orientation and performance: evidence from Chinese small enterprises. The study indicated that marketing orientation is favorably associated with firm success when combined with specific EO aspects. What's the bottom line? Hillman and Keim (2001) investigate shareholder value, stakeholder management, and social challenges. The study specifically examined the connection between shareholder value, stakeholder management, and social issue participation. Using data from S&P 500 companies to test hypotheses, the study indicated that stakeholder management increases shareholder value, whereas social issue participation decreases shareholder value. Akani, Wami, and Ikegwuru (2020) evaluated the entrepreneurial approach and marketing performance of small and medium-sized enterprises (SMEs) in Nigeria's Rivers State. Akani, Ikeguru, and Ogan (2021) evaluated the impact of entrepreneurial orientation on private secondary schools' competitive advantage in Rivers State. Ibrahim and Mas'ud (2016) examined the effect of entrepreneurial orientation on the link between entrepreneurial ability and environmental factors and entrepreneurial purpose. It was discovered that entrepreneurial ability, environmental circumstances, and entrepreneurial orientation positively affect entrepreneurial ambition. The association between entrepreneurial competence and entrepreneurial ambition was also found to be moderated by entrepreneurial attitude. Zighan, Alkalha, Abulqumboz, and Dwaikat (2021) discovered entrepreneurial orientation to transition and mobilize the resilience of small and medium-sized businesses to withstand large changes and threat.

Methodology

The purpose of this research is to determine the relationship between value creation and organizational resilience, as well as the moderating effect of entrepreneurial attitude on value creation and organizational resilience of Nigerian domestic airline operators. The study used a descriptive research design. It adopts the ontology of realists, the epistemology of positivists, and the deterministic character of human interactions while employing a nomothetic technique. Using a standardized questionnaire with a 5-point likert scale, data were obtained. 70 copies of the questionnaires were issued to each of the 14 Nigerian domestic airlines, 54 copies were returned, and 46 copies were deemed valid. The sample consists of 70 business airline managers, marketing managers, operational managers, supervisors, and desk officers from each of Nigeria's 14 domestic airlines. The analysis of the data involved descriptive and inferential statistics. The Pearson product moment correlation test statistic was used. At the secondary level, univariate analysis was utilized to answer research questions, and partial correlation was employed to examine the moderating effect of entrepreneurial orientation on value creation and organizational resilience. Multiple regressions were utilized to assess the combined effects of all predictors on the dependent variables. All statistical analyses were conducted utilizing SPSS 22.0. The technique of convenience sampling was utilized since it facilitates access to test units (Okoroma, 2021). The internal consistency of the research instrument's measurement items was confirmed using the Cronbach's Alpha test of reliability with a threshold of 0.70 established by Nunnally. The validity of the study instrument was confirmed by a panel of experts consisting of academics and business practitioners with adequate knowledge of the study's topic (1978). The result of the

reliability test will suggest that the Cronbach's Alpha coefficients for value creation, organizational adaptability, organizational agility, and entrepreneurial orientation are 0.75, 0.91, 0.87, and 0.917%, respectively. As the test statistic, the study employed the Pearson Product Moment Correlation P(r).

In calculating, determining whether or not correlation exists between variables, research also investigate; evaluate the correlation landscape. The Pearson correlation is a technique frequently employed to quantify this phenomena (Bryman & Bell, 2007). The correlation coefficient between variables might range between -1.00 and 1.00. A perfect negative relationship is signified by -1.00, whereas a perfect positive relationship is represented by 1.00. If the correlation coefficient is 0, there is no relationship between the variables. The correlation coefficient between two variables is stronger when it is greater. The threshold of correlation coefficients proposed by Shiu, Hair, Bush, and Ortinau (2009) is utilized to determine the nature of the relationship between the variables under investigation. According to Shiu et al. (2009), there is no relationship between two variables if the coefficient of determination is .00; the relationship between two variables is very weak if the coefficient of determination is .01-.19; a weak relationship exists between two variables if the coefficient of determination is .20-.39; the relationship between two variables is moderate if the coefficient of determination is .40-.59; and .60-.79 indicates The process of interpretation was subject to a significance threshold of 0.01 (two tails).

RESULTS

Table 1: Correlation analysis of the link between value creation and measures of Organizational resilience and the moderating effect of entrepreneurial orientation on value creation and Organizational resilience

Hypothesis 4: Value Creation does not significantly relate with organizational adaptability of Nigeria’s domestic airline operators.

Table 4.21: Pearson Correlation Analysis of the relationship between Value Creation and Organizational Adaptability

		Value Creation	Organizational Adaptability
Value Creation	Pearson Correlation	1	.907**
	Sig. (2-tailed)		.000
	N	46	46
Organizational Adaptability	Pearson Correlation	.907**	1
	Sig. (2-tailed)	.000	
	N	46	46

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

Source: SPSS output from field data, 2022.

As evidenced by the Pearson Correlation Analysis results in Table 4.21 regarding the relationship between value creation and organizational adaptability, the analysis uncovered a very strong, positive, and statistically significant association between the variables under

consideration. This association is visible in the analysis's correlation coefficient and probability value. The research demonstrates that the link between the variables is statistically significant ($r = 0.907$, $N = 46$, $p = 0.000$ 0.05). Based on these findings, the researcher rejected the null hypothesis stating that value creation and organizational adaptability of Nigeria's domestic airline operators are not significantly related. Consequently, the alternative theory was adopted.

Hypothesis 4: Value creation does not significantly relate with organizational agility of Nigeria’s domestic airline operators.

Table 4.22: Pearson Correlation Analysis of the relationship between Value Creation and Organizational Agility

		Value Creation	Organizational Agility
Value Creation	Pearson Correlation	1	.736**
	Sig. (2-tailed)		.000
	N	46	46
Organizational Agility	Pearson Correlation	.736**	1
	Sig. (2-tailed)	.000	
	N	46	46

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

Source: SPSS output from field data, 2022.

As stated by the Pearson Correlation Analysis in Table 4.22 regarding the relationship between value creation and organizational agility, the analysis found a strong, positive, and statistically significant association between the variables under consideration. This association is visible in the analysis's correlation coefficient and probability value. The study reveals that the link between the variables is statistically significant ($r = 0.736$, $N = 46$, $p = 0.000$ 0.05). Based on these findings, the researcher rejected the null hypothesis stating that value creation and organizational agility of Nigeria's domestic airline operators are not significantly related. Consequently, the alternative theory was adopted.

Hypothesis 21: Entrepreneurial orientation does not significantly moderate the effect of value creation and organizational resilience of Nigeria’s domestic airline operators.

Table 4.39: Partial Correlation Analysis showing the extent to which entrepreneurial orientation moderates the relationship between value creation and organizational resilience

Control Variables		Value Creation	Organizational Resilience	Entrepreneurial orientation
-none ^a	Value Creation	Correlation	1.000	.905
		Significance (2-tailed)	.	.000
		Df	0	44
	Organizational	Correlation	.905	1.000
				.733

Entrepreneurial orientation	Resilience	Significance (2-tailed)	.000	.	.000
		Df	44	0	44
	Competitive Aggressiveness	Correlation	.734	.733	1.000
		Significance (2-tailed)	.000	.000	.
	Value Creation	Df	44	44	0
		Correlation	1.000	.795	
	Organizational Resilience	Significance (2-tailed)	.	.000	
		Df	0	43	
	Organizational Resilience	Correlation	.795	1.000	
		Significance (2-tailed)	.000	.	
	Df	43	0		

a. Cells contain zero-order (Pearson) correlations.

Source: SPSS output from field data, 2022.

Table 4.39 of the SPSS output demonstrates that the Partial Correlation coefficient between value creation and organizational resilience was 0.905 prior to the inclusion of the moderating variable, entrepreneurial orientation. By introducing an entrepreneurial orientation, the Partial Correlation Coefficient changes to 0.795, resulting in a difference of 0.11. Thus, entrepreneurial attitude moderates by 11% the association between value creation and organizational resilience. Again, the results of the analysis are statistically significant ($p = 0.000 < 0.05$). Consequently, entrepreneurial attitude moderates greatly the link between value generation and organizational resilience.

The researcher rejected the null hypothesis that entrepreneurial approach does not affect the link between value creation and organizational resilience among Nigeria's domestic airline operators. Therefore, it was determined that entrepreneurial attitude moderates the relationship between value creation and organizational resilience among Nigeria's domestic airline operators. According to the findings of this study, entrepreneurial approach strongly moderates the association between value creation and organizational resilience among Nigeria's domestic airline operators..

Table 4.53 Summary of results of null hypotheses tested

H_0	Predictor Variable	Criterion Variable	r	p	Strength of relationship
H_{03}	Value creation	Organizational adaptability	0.907	0.000	Very Strong
H_{04}	Value creation	Organizational agility	0.736	0.000	Strong
H_{021}	Entrepreneurial Orientation	Value creation and organizational resilience	11%	0.000	

Source: Source: SPSS output of hypotheses tested

From summary of results in Table 4.53 it is shown that, all the relationships are positive and significant but specifically;

1. Value creation has a strong relationship with organizational adaptability and a strong relationship with organizational agility.
2. Entrepreneurial orientation significantly moderates the relationship between value creation and organizational resilience.

Discussion of Findings

As evidenced by the Pearson Correlation Analysis results in Table 4.21 regarding the relationship between value creation and organizational adaptability, the analysis uncovered a very strong, positive, and statistically significant association between the variables under consideration. This association is visible in the analysis's correlation coefficient and probability value. The research demonstrates that the link between the variables is statistically significant ($r = 0.907$, $N = 46$, $p = 0.000$ 0.05). Based on these findings, the researcher rejected the null hypothesis stating that value creation and organizational adaptability of Nigeria's domestic airline operators are not significantly related. The alternative hypothesis was therefore accepted. The Pearson correlation analysis between value creation and organizational adaptability found a highly positive and statistically significant association between the two variables. This association was demonstrated by the correlation coefficient and the result's probability value. The researcher rejected the null hypothesis and accepted the alternative hypothesis concerning the association between value creation and organizational adaptability of Nigeria Domestic Airline Operators.

As stated by the Pearson Correlation Analysis in Table 4.22 regarding the relationship between value creation and organizational agility, the analysis found a strong, positive, and statistically significant association between the variables under consideration. This association is visible in the analysis's correlation coefficient and probability value. The study reveals that the link between the variables is statistically significant ($r = 0.736$, $N = 46$, $p = 0.000$ 0.05). Based on these findings, the researcher rejected the null hypothesis stating that value creation and organizational adaptability of Nigeria's domestic airline operators are not significantly related. The alternative hypothesis was therefore accepted. The Pearson correlation study found that there is a substantial, positive, and statistically significant association between the variables value generation and organizational agility. This association was demonstrated by the correlation coefficient and the result's probability value. The researcher rejected the null hypothesis and accepted the alternative hypothesis on the relationship between value creation and organizational agility of Nigerian domestic airline operators.

These results are congruent with those of earlier research. Some of these research includes: Amit and Zott (2001) evaluated value creation in e-business and discovered a favorable correlation between proactiveness and indicators of organizational resilience. What's the bottom line? Hillman and Keim (2001) investigate shareholder value, stakeholder management, and social challenges. The study indicated that stakeholder management increases shareholder value, however participation in social issues has a negative correlation with shareholder value. Takii (2007) discovered a favorable correlation between adaptability and a company's average profit rate and market value. Similarly, Tallon and Pinsonneault (2011) found a strong and positive

correlation between agility and performance. According to Kantur and Şeri-Say (2015), the purpose of this study is to address a vacuum in the literature by constructing a reliable and accurate scale of the organizational resilience construct using both qualitative and quantitative approaches. Chen, Xie, and Liu (2021) employed exploratory case study methodology to examine the process of organizational resilience in six highly resilient organizations. Existing literature on organizational resilience and related measurement scales was supplemented by this research.

Moderating influence of entrepreneurial orientation on the relationship between value creation and organizational resilience

Significantly moderating the relationship between value creation and organizational resilience is an entrepreneurial attitude. The findings of the correlation analysis demonstrated this. As a result of introducing entrepreneurial orientation as the moderating variable, the Partial Correlation coefficient between the entrepreneurial marketing paradigm and organizational resilience shifted by 11%. This indicates that entrepreneurial attitude moderates by about 11% the connection between value generation and organizational resilience. The researcher rejected the null hypothesis that entrepreneurial approach does not affect the link between value creation and organizational resilience among Nigeria's domestic airline operators. Therefore, it was agreed that entrepreneurial attitude moderates significantly the association between value creation and organizational resilience among Nigerian domestic airline operators. Thus, it has been demonstrated conclusively that entrepreneurial attitude moderates the relationship between value creation and organizational resilience among Nigeria's domestic airline carriers.

This study's findings match with those of Akani, Wami, and Ikegwudu (2020), who evaluated the entrepreneurial orientation and marketing performance of small and medium-sized enterprises (SMEs) in Nigeria's Rivers State. At the 0.05 level of significance, the results indicated that entrepreneurial orientation had a positive and significant link with marketing performance. Ibrahim and Mas'ud (2016) examined the effect of entrepreneurial orientation on the link between entrepreneurial ability and environmental factors and entrepreneurial purpose. It was discovered that entrepreneurial ability, environmental circumstances, and entrepreneurial orientation positively affect entrepreneurial ambition. The association between entrepreneurial competence and entrepreneurial ambition was also found to be moderated by entrepreneurial attitude. Zighan, Alkalha, Abulqumboz, and Dwaikat (2021) discovered entrepreneurial orientation to transition and mobilize the resilience of small and medium-sized businesses to withstand large changes and threat. Akani, Ikeguru, and Ogan (2021) evaluated the impact of entrepreneurial orientation on private secondary schools' competitive advantage in Rivers State. It was discovered that the researched aspects of entrepreneurial orientation (innovativeness and competitive aggression) exert a somewhat positive and statistically significant influence on competitive advantage at the 0.05 level of significance.

Summary

Value Creation has strong ties to both organizational flexibility and organizational agility, as well as very strong ties to organizational adaptation. Additionally, Entrepreneurial Orientation moderates the association between Value Creation and organizational resilience in a considerable way. The structural contingency theory is applicable to this study due to the fact that organizational structure should be flexible to each business and that each firm must take steps to operate the most efficient structure to support the business. Domestic airline operators should

adapt to their environments regardless of unforeseen circumstances.

Conclusion and Recommendations

The study investigated the moderating effect of entrepreneurial attitude on value generation and organizational resilience among domestic airline operators in Nigeria. Existing literature was evaluated. The findings demonstrate a positive and statistically significant association between the moderating effect of entrepreneurial orientation on value generation and organizational resilience. The study found a correlation between Value Creation and Organizational Resilience among Nigeria's domestic airline operators. The connection between Value Creation and Organizational Resilience of Nigerian Domestic Airline Operators is considerably moderated by Entrepreneurial Orientation. This report suggests that Nigerian domestic airline operators investigate all opportunities for value creation in order to increase their businesses' resilience. The operators must be resilient in the face of flooding-related obstacles. Before, during, and after crises, the sector should retain organizational adaptability in a dynamic business environment, and operators should maintain organizational agility to recover.

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