



Impact of Entrepreneurial Spirit on Resilience of Small and Medium Size Agribusinesses in Nigeria

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Abstract

This study geared towards establishing the impact of entrepreneurial spirit on resilience of small and medium size agribusinesses in Rivers State, Nigeria. 52 randomly selected operators of small and medium size agribusinesses in Rivers State, registered with Rivers State Ministry of Commerce and Industry were put under review and copies of the research instrument administered accordingly. However, only 43 copies of the research instruments were retrieved and analyzed being 82% response rate. 6 null testable hypotheses were formulated and tested using Product Moment Correlation Coefficient with the aid of SPSS Version 21. We found that entrepreneurial spirit has the potential beneficial effects of enhancing resilience of small and medium size agribusinesses. Amongst other recommendations, we hold the view that, Operators of small and medium size agribusinesses can adjust, adapt, survive, and thrive in challenging environment if they hold tenaciously the tenets of the spirits of entrepreneurship and resilience.

Keywords: Entrepreneurial spirit; Resilience; And small and medium size agribusinesses.

1. Introduction

For any organization to bring its mission to fruition it has to most importantly stay alive; which is not a cheap task owing to first, the harsh environment within which it operates and secondly, the kind of individual(s) operating such an organization, among other factors. It is for this reason that every theme or shade of the changes and complexities in the environment of business confronting organizations require commensurate resilience to reduce, and/or stamp out the vulnerability and weakness of such organizations. This is owing to the fact that the ability of the organization to adapt, survive and thrive is being tested through rapid changes and complexities threatening the existence of such an organization (Seery, 2011), daily.

Similarly, the resilience of both individual(s) and systems can be strengthened by constantly adapting to, improvising in the midst of, and even shaping changes and complexities posing as a threat to the organization by leveraging on the facts gathered in tune with possible changes forecasted, and the salient potentials of the individual(s) and systems at several levels, nurtured over a history of prior experience(s), knowledge, capabilities and aptitude (Serrat, 2013). This would help in building its persistence and doggedness based on the features of the entrepreneurial life-force of the individual tied to quality decisions. In the light of this, emerging values and tenets of the entrepreneurial-leader/manager of the organization, especially agribusiness (agriprenuer or the agribusiness manager), being a combination of agriculture and business (Bairwa *et al.*, 2014), which encompasses the production, processing, marketing, distribution, and sale of food and fiber products and services.

This would help the agriprenuer evolve and introduce “rolling plans” to accommodate environmental turbulence and effectively manage disruptive changes by adjusting, adapting, fine-tuning situation(s), and even thriving in the midst of these disruptive changes, while recognizing and seizing opportunities about possible change(s) forecasted; to transform and become a stronger organization (Davis *et al.*, 2009). This can only be achieved owing to their entrepreneurial life-force born out of the strength of the entrepreneurial orientation of the agribusiness manager.

Established by the above, for small and medium size agribusinesses to adjust, adapt, survive, and thrive; the application of resilience in terms of robustness and resourcefulness is necessary given the developmental properties of both (Matzenberger, 2013). This tend to enrich the capacity to constantly improvise on the strength of the firm in the midst of challenging situations, and adapting to changes, while fine-tuning opportunities to better the life of the agribusiness. This can only spring from resilient entrepreneurial spirit at several levels (Welpel, 2015), cultivated over time due to tenacity and doggedness of agribusiness manager (Luthar and Cicchetti, 2000). It is for this reason that small and medium size agribusinesses capitalizes on the strength of resilience to bring about their “formation, registration, establishment, and institutionalization”, as well as survival, stability, and success in a bid to meet and surpass customers’ expectations satisfaction leveraging on the characteristics of resilience (Luthar and Cicchetti, 2000). These characteristics will inform possible subsequent actions to be taken, which have to be carefully designed

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by those who know these processes most intimately, with the unique missions as proposed by the agribusiness manager (agripreneur). Because it can only be contemplated, anticipated, and brought to bear by individuals with resilient entrepreneurial orientation.

Entrepreneurial spirit is somewhat founded on certain basic doctrines of resilient entrepreneurial orientation which depicts high entrepreneurial life-force (Kuratko and Hodgetts, 2004). First, entrepreneurship tends to describe the process of creating value by bringing together certain unique, exclusive, and distinctive mixture of organizational resources namely; man, money, material, and measure to explore opportunities from the environment of business innovatively, proactively, and taking essential/necessary risks (Kuratko and Hodgetts, 2004). The standpoint of entrepreneurial spirit in this study traces its roots to the postulations that entrepreneurial behaviours may vary regarding its level(s) of desirability, stability and feasibility characteristics (Welpe, 2015), for exploring tenaciously. Because, in an attempt to adjust, adapt, survive, and thrive in today's swiftly fluctuating environment of business, businesses regardless of their sizes needs to constantly, continually, and persistently seek for new prospects, in which possessing a resilient entrepreneurial orientation has been acknowledged as being potentially beneficial (Weihrich *et al.*, 2010; Wiklund and Shepherd, 2005), to businesses in this regard.

In the light of this, entrepreneurial spirit describes in entirety, the processes in which established businesses act in a desirable, stable, and feasible fashion (Welpe, 2015). In core, entrepreneurial spirit involves huge amount of willingness, readiness or preparedness to innovate, take risks, and proactively try new products, services and markets, and act more preemptively than other competitors in the marketplace (De-Wolf and Schoorlemmer, 2007); (Lumpkin and Dess, 1996). Established by the potential benefits of entrepreneurial spirit, it has become pivotal as well as central to the resilience of organizations mainly agribusinesses (Bairwa *et al.*, 2014).

In view of the preceding, numerous scholarly researches have been carried out to determine the influence of entrepreneurial spirit on resilience (e.g. (Barrett and Weinstein, 1999; Wiklund and Shepherd, 2005)). Nonetheless, not much has been done to consider the impact of entrepreneurial spirit on resilience of small and medium size agribusinesses in Rivers State, Nigeria. Established by the acknowledged gap in literature, our point of departure from prior research is to empirically fill the gap in literature that has been perceived. Hence, this study attempts to ascertain the impact of entrepreneurial spirit on resilience of small and medium size agribusinesses in Rivers State, Nigeria.

Undoubtedly, in the private sector, attempts to bringing the mission of organizations to fruition have never been so fragile (Serrat, 2013), as organizations now fail more often than in the past. Generally, small and medium size agribusinesses in Rivers State, Nigeria like other countries of the world encounters certain crisis, harsh conditions, disturbances, and/or challenges that result in impeded business growth, near business failure and/or complete collapse of the business. These impediments stem from several roots:

On one hand, some causes could be linked to "self-doubt or *non-resilience* of the agribusiness manager or agripreneur due to the inability to fruitfully adapt to the business environment" owing to lack of improved materials and technology, shabbily trained personnel and lack of food technologists varying in technical complexity and experience, lack of support systems and trained extension staff e.g. labourers to semi- skilled, and skilled professionals at different stages of the value chain, inappropriate packing materials and high packing cost, resource-poor farming, lack of training facilities, etc.

While, on the other hand, other causes could not be unconnected to inadequate, poor/absent infrastructure, high transportation and distribution cost, lack of storage facilities, lack of adequate technical support from federal and state ministries of agriculture, lack of processing structure or sub-optimal use of processing facilities and equipment owing to incompetence or lack of experience, unsupportive and regulatory framework and social barriers, bottlenecks in credit facilities accessibility e.g. seed finance, venture capital etc.

In view of the foregoing, this study seeks to establish the degree to which desirability, stability, and feasibility as elements of entrepreneurial spirit could impact on robustness and resourcefulness triggering resilience in proffering solution to the challenges of small and medium size agribusinesses in Rivers State, Nigeria.

1.1. Significance of the Study

The findings of this study will reveal to enterprise managers how to curb issues on non-resilience while putting entrepreneurial spirit to play. The researching public will benefit hugely from this study especially because of its contribution to literature in the field of management and business.

2. Theoretical Framework

This study is underpinned by theory of thriving and supported by opportunity-based theory.

2.1.1. Theory of Thriving

The notion of "thriving" is relatively new to the resilience construct (Ledesma, 2014). It emerged from scientific learning and cognitive development theories, with emphasis on individual's developmental, socio-economic, and cultural perspectives (Saakvitne *et al.*, 1998). The theory proposes the uniqueness or exclusivity of an individual's response to crisis, misfortunes, adversities, harsh conditions, disturbances, and/or challenges being largely determined by the particular meaning given to them owing to self-experience, tenure, education and exposure (cognitive, reflective, emotive, and spiritual assets), interpersonal experiences and expectations; and socio-economic, and cultural perspectives (Ledesma, 2014; Nishikawa, 2006).

Similarly, thriving explores several perspectives in the hope of seeking answers to why certain individuals thrive following a crisis or challenges while others fail. It is why, it was noted that thriving is largely determined by an

“individual’s resilience capacity per time owing to their personal values, personal efficacy, and personal energy” which regulates an individual’s response to harsh conditions and disturbances (Patterson and Kelleher, 2005). Buttressing the point that as an individual grows in the midst of adversities and misfortunes to high resilience capacity as he/she is expanded through psychological strengthening that makes one thrive when surpasses and transcend prior level of functioning, regain and even accelerate upward psychological trajectory, and seem to have mentally and emotionally benefited from suffering and begin to continually flourish because of possible crisis encountered (Ledesma, 2014; Sharma *et al.*, 2010).

2.1.2. Opportunity-Based Theory

Opportunity-based theory indicates a robust theoretical framework for entrepreneurial research, traceable to cultural, socio-economic and technological variations in consumer preferences and/or taste showcases opportunities (Drucker, 1985) noting that the business manager frequently, hunts for these change(s) and responds to it accordingly in favour of the business organization. It was recognized that the nucleus of entrepreneurial management is hunting for opportunities perceived (Drucker, 1985). This means that some opportunities are readily available to businesses as certain actions and activities of individuals working within organization or for them, encourages favourable risky endeavors in support of entrepreneurial activity for profit.

Opportunity-based theory however, concerns itself with only opportunities from the environment of business (Drucker, 1985) leaving out its threats.

2.2. Understanding Entrepreneurial Spirit

It was revealed that “entrepreneurship” as a word was first used by a French economist of Irish descent Richard Cantillon, who was credited with giving the concept of entrepreneurship a vital role in economics and by extension business (Holt, 1998). It was further maintained that Cantillon referred to an entrepreneur as one who organizes, and operates a business or businesses, taking both financial and non-financial risks thereby making quality decisions about obtaining and using resources while assuming responsibilities for the enterprise (Holt, 1998). Entrepreneurship is seen as a transversal key competence applied by individuals and groups, including existing organizations, across all spheres of life by exploring available opportunities and ideas, and transforming same into profit-making systems (Komarkova *et al.*, 2015; Sharma *et al.*, 2010). Entrepreneurship is the process of creating value by bringing together a unique package of resources (Drucker, 1985), e.g. factors of production and combines them into (in this case) food and fiber or agricultural products to exploit opportunities. An entrepreneur is usually referred to as a businessman, who combines capital and labours for the purpose of production; organizes and manages a business assuming the risk for profit (Drucker, 1985; Holt, 1998). The entrepreneur displays doggedness and tenacity centered on the experience(s), knowledge, capabilities and aptitude as building blocks of entrepreneurial spirit of the individual(s) involved.

In line with the above, entrepreneurial spirit comprises of three essential elements viz; desirability, stability, and feasibility (Welppe, 2015), indicating all forms of resources be it personal resources (self-awareness and self-efficacy, motivation and perseverance, as well as resource mobilization), material resources (production means and financial resources) or non-material resources (specific knowledge, skills, aptitudes, and attitudes), traceable to the entrepreneur. This is because this personality trait indicates that individuals, who have an external locus of control, achievement, motivation, innovativeness, initiative, self-efficacy and reliance, and conscientiousness, are believed to have strong entrepreneurial spirit established by their actions or personal characteristics which positively affect their decision outcomes (Drucker, 1985; Welppe, 2015).

2.2.1. Desirability

Entrepreneurial impulse and self-employment intention can be significantly determined by the desirability for self-empowerment. Desirability for self-empowerment demonstrates the individual’s tolerance for risk even in the midst of lack of support for the entrepreneurial intention (Bairwa *et al.*, 2014; Welppe, 2015). Desirability in this sense indicates an inclination to act and take advantage of perceived opportunity following a “strong aspiration” influenced by personal characteristics such as persistence on one hand; and experience(s), knowledge, capabilities and aptitude.

In essence, it demonstrates the propensity to act which can differentiate the degree of competitiveness amongst entrepreneurial organizations (Bairwa *et al.*, 2014). The desire to take up the entrepreneurial initiative can be exercised through building robust entrepreneurial culture in a bid to harness human activities to transform purposeful ideas into action which generates and/or creates social, cultural or economic value for the society (Sharma *et al.*, 2010; Welppe, 2015).

2.2.2. Stability

Within the context of entrepreneurial spirit, stability connotes firmness and strength as well as the ability to withstand social pressure by practically not allowing any behaviour, or social event such as family/friends to dissuade one from initiating a business on their own or with others (Welppe, 2015).

The firmness to withstand social pressure is somewhat compelling, owing to persistent increase in the numerical strength of environmental factors such as changes in technology (technological advancement or obsolescence), government regulations (and policies), and/or environmental volatility and instability, etc. Because, stability is a driver of entrepreneurial spirit as the behaviour and actions of entrepreneurs are mostly guided across a set of general motivational values of an individual, and each entrepreneur has his/her own individual set of values (Holland and

Shepherd, 2013; Schwartz, 1994), noting that values are what characterizes an entrepreneur. This stresses that general motivational values such as tenacity, persistence and doggedness, in addition to the specific knowledge, skills, aptitudes, and attitudes traceable to a personality are what generates the stability to withstand social pressure per time.

2.2.3. Feasibility

Feasibility helps to enhance perceived planned control over an intended business (Welp, 2015), showing or indicating motivational influence to entrepreneurship and entrepreneurial intention. Feasibility goes to measure entrepreneurial intention through giving forecasted results on perceived effectiveness or ineffectiveness of the intended business (Welp, 2015).

In clearer terms, feasibility is carried out by organizations to determine the potential of the market (i.e., the total of all sales in the product or service available in one's category). For example, to estimate the potential sales of cat fish, get some industry data on cat fish sales per business. Multiply the per capita figure by the sum of businesses in one's market for an estimate of market potential (Reilly and Millikin, 1996). Again, calculate one's share of the market. To begin, estimate one's share as equal to that of one's smallest competitor, or estimate one's share as equaling the average competitor in the market. In any case, the business organization has to be sure not to assume one will take over the market, mainly in the short run (Reilly and Millikin, 1996), before making any considerations for establishing the business.

2.3. Understanding Resilience

The concept of resilience first introduced in the field of mechanics and material testing (Hoffman, 1948). The term was proposed one decade later in ecological studies (Holling, 1973). Presently, the notion of resilience is one of the utmost interesting and important research topics even in business. In the light of this, it is worthy of note that resilience is traceable to a Latin verb "resilire", which when translated to English is "to leap back", meaning being able to withstand or recover quickly from difficult conditions (Seery, 2011). Numerous definitions of resilience have been proposed in the psychology research literature (Fletcher and Sarkar, 2013). However, the precise or exact meaning of the description, classification, and characterization is often influenced by the historical and sociocultural context within which such research was conducted (Fletcher and Sarkar, 2013).

Resilience is the ability to bounce back and come out of crisis, misfortunes, adversities, harsh conditions, disturbances, and/or challenges (Ledesma, 2014). Survival, recovery, and thriving are ideas associated with resilience and describe the stage at which an individual may be during or after facing crisis, adversities, harsh conditions, and challenges (Ledesma, 2014). This is tied to the fact that the concept of "thriving" connotes the ability of the individual to surmount all forms of challenges owing to their resilience capacity per time due to personal values, efficacy, and energy to grow beyond their original level of functioning and still function despite repeated exposure to stressful experiences (Ledesma, 2014; O'Leary, 1998).

In buttressing the above meaning, organizational resilience connotes organization's ability to enhance career resiliency (total essential worth of individuals, groups, and structures) to react efficiently to substantial change(s) that interrupts the probable design, shape and forms of events for organizations (Brock and Grady, 2002); (Nishikawa, 2006), with the pledge to building resilient workforce to foster openness in communication, inspire individual contributions, recognition and reward risk-taking abilities of entrepreneurs (O'Leary, 1998), in building robustness and resourcefulness through on-the-spot solution provision. This is because, resilient organizations structure and restructure themselves to attain a mission, support the optimal development of shared decision-making aid their ability to provide feedback, predetermined goals, and have info-gathering mechanisms (Nishikawa, 2006), to help such organizations advance.

2.3.1. Robustness

Robustness signifies the degree to which an individual and/or a system have the capability to resist or survive crisis, harsh conditions, disturbances, and stressful situation be it an unanticipated change(s) without decline in system's performance (Fiksel, 2006). This shows that the notion of robustness lays emphases on performance not mainly under normal or usual anticipated circumstances. Robustness is the degree to which a system(s) functions appropriately in the face of outstanding inputs or demanding environmental circumstances due to high resilient capability (Serrat, 2013), because robustness enhances the total control of stressful situations, as it allows the organization to adjust, adapt, survive, and thrive. For instance, most creatures are able to recover remarkably from injury or damage to their cells and tissues.

This singular feature is why robustness seems to incorporate the notion of reliability, referring to the capability to absorb and withstand harsh conditions and challenges. This supposition utilizes all components of resilience through well-informed decision-making for the organization to survive and thrive (Fiksel, 2006; Serrat, 2013).

2.3.2. Resourcefulness

Resourcefulness connotes readiness, preparedness and willingness banking on different capabilities through successful use of resources (Serrat, 2013). Making good use of and relying on a full range of resources namely man, money, material, and measure, on one hand and favourable policies and programmes, opportunities, strategic allies, etc. on the other hand through logical and rational capabilities, aptitude, knowledge and experiences to work things out systematically and rigorously (Berkes, 2007), through "using the mind's eye" as a learning tool to better curb challenges as they come (Walker *et al.*, 2009).

It is a practical survivable consequence and actions that follows naturally when organizations are faced with some form of harsh conditions and frustrations, implying strong resilient spirit noting that resourcefulness demonstrates the ability of organizations to adapt in crisis (Serrat, 2013), and respond flexibly and spontaneously in transforming (react and discover solutions to resolving unanticipated challenges) a negative impact into a positive and favourable to the organization even when other organization fail (Berkes, 2007).

2.4. Impact of Entrepreneurial Spirit on Resilience

It is true that organizations demonstrate resilience when they adjust, adapt, survive, and thrive even in stormy weathers. Noting that the attendant wisdom from experience(s), culture, high spirited entrepreneurial-leadership, networks, and change readiness can aid organizations move from partial or complete denial and paralysis to partial or complete acceptance and practical solutions (Serrat, 2013), owing to doggedness, tenacity, and persistence owing to the exceptional life-force, experience(s), knowledge, capabilities and aptitude that makes up the entrepreneurial spirit irrespective of the obvious attendant adversities and harsh conditions it may encounter.

2.5. Empirical Review

An earlier research survey tries to establish the degree to which entrepreneurial spirit drives the starting up of entrepreneurial businesses in forty-four (44) countries transversally by measuring motivational factors of desirability, stability to resist or survive social pressure, and feasibility (Welppe, 2015). The report holds that nearly 500,000 respondents were surveyed across these countries to investigate whether entrepreneurs may enjoy learning or finding new things/ways out of harsh circumstances, because of fear of business failure(s) and lack of self-confidence were themes that many entrepreneurs share. It was noted that many nations, establishments, and businesses in the world over are capitalizing on programmes to reduce or completely eradicate these hurdles or obstacles (Welppe, 2015). Revealing that a greater number of respondents believe that entrepreneurs are foremost open for change (such as learning relatively new things, and taking necessary risks), focusing on individual success, while fewer respondents believe that entrepreneurs are driven by tradition, and came to the conclusion that components of entrepreneurial spirit viz: desirability, stability to withstand social pressures, and feasibility gives potential entrepreneurs the needed push to get started.

In another study, resilience to urban poverty, theoretical and empirical considerations for population health in which they used wave-I data gathered in 2002 to 2003 and wave-II data put together 18 to 24 months later from participants in the Detroit Dental Health Project through the use of a structured questionnaire and face-to-face interviews with the caregivers (Sanders *et al.*, 2008). Their findings was built on an earlier contextual remark from the Dentroit Dental Health Project of a positive link between poverty in an area and the state of health among inhabitants, but conclusively noted that resilient spirit has been their source of survival from harmful health effects.

2.5.1. Development of Hypotheses

In order to capture the operational framework above; the under-listed hypotheses were developed and itemized in a null form:

Ho₁: Desirability does not significantly impact on robustness of small and medium size agribusinesses in Rivers State.

Ho₂: Desirability does not significantly impact on resourcefulness of small and medium size agribusinesses in Rivers State.

Ho₃: Stability does not significantly impact on robustness of small and medium size agribusinesses in Rivers State.

Ho₄: Stability does not significantly impact on resourcefulness of small and medium size agribusinesses in Rivers State.

Ho₅: Feasibility does not significantly impact on robustness of small and medium size agribusinesses in Rivers State.

Ho₆: Feasibility does not significantly impact on resourcefulness of small and medium size agribusinesses in Rivers State.

3. Methodology

The nature of any research problem being addressed shapes the decision(s) regarding what, where, when, how, and by what means; the researcher anticipates to surmount the research problem identified (Kothari, 2004). In essence, it suggests the research plan or design to be adopted for the study. A research design represents the plan and arrangement for collection, collation, and examination of data applicable to the research purpose or drive as well as the research problem being addressed constituting a conceptual and/or theoretical structure within which research is conducted (Kothari, 2004). In the light of the above, this study adopted the cross-sectional research design because the respondents are independent of the researcher, and are spreading across different locations.

Accordingly, a research population represents a well-defined census of the elements or subjects (total number of people) of interest to the researcher, to whom the outcome of the investigation can be drawn and/or generalized (Asita, 2012; Kothari, 2004). The population however, comprised of all the operators of small and medium size agribusinesses in Rivers State, Nigeria, out of which only 52 randomly selected operators registered with the Rivers State Ministry of Commerce and Industry as presented in Rivers State Yellow Pages being a handbook of the Ministry. This is however, verifiable at their official website; (www.riversstateyellowpages.com), or at their office; Block B. State Secretariat Complex, Port Harcourt, Rivers State, Nigeria. These agribusinesses were selected because of the high quality products and services they offer and the lent of time they have been in operation.

Nonetheless, a sample is a set of representative part selected from a target population through a well-defined research procedure, in which the elements of the population are taken as sample(s) to characterize the entire population (Asita, 2012). Since the population of this study is relatively small, the entire populations being 52 randomly selected operators of small and medium size agribusinesses in Rivers State, Nigeria, were adopted as the sample size using the census study technique whereby all the respondents were surveyed (Kothari, 2004). As a result, sampling will not be required in this study.

Again, the primary and secondary data were assembled, organized, collated, and collected to interpret the information gathered on and ascertain the impact of entrepreneurial spirit on resilience. As well as measure the output there after because the research instrument was administered directly to operators of small and medium size agribusinesses in Rivers State, Nigeria, to ensure that all entries were filled to avoid diluting the process. The primary source of data is administration of the questionnaire, while literature was gotten from textbooks, journal articles, periodicals, theses and dissertations, etc. However, the Statistical Package for Social Science (SPSS) was used to conduct the analyses.

Lastly, the validity of the research instrument was subjected to (and was validated by) face and content validity, while the Cronbach’s alpha was subjected to reliability testing using multiple forms, which was accepted at 0.7 and above because measures were taken to ensure the research instrument covered all aspects of the predictor and criterion variables under study satisfying the content validity of the research instrument (Nunnally and Bernstein, 1994).

4. Result

In total, 52 copies of the research instrument were administered to the respondents, though only 43 were retrieved and analyzed being 82% response rate. Tabular representation of tables:

Test of Hypotheses

The decision criteria for our test of hypotheses would be a rejection of null hypotheses when p-value is less or equal than 0.05. This implies that our impact coefficient could be weak but we would take decisions firmly on the p-value if it is less than or equal to 0.05.

Ho₁: Desirability does not significantly impact on robustness of small and medium size agribusinesses in Rivers State.

Table-1. Impact of Desirability on Robustness

		Desirability	Robustness
Desirability	Pearson Correlation	1	.611
	Sig. (2-tailed)		.000
	N	43	43
Robustness	Pearson Correlation	.611	1
	Sig. (2-tailed)	.000	
	N	43	43

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

Table 1 shows that the two variables have a moderate positive relationship, with (r = .611, p-value < .01, N = 43). The correlation value of .611 is well above the .3 acceptable benchmark for rejecting null hypothesis (Cohen, 1988). Based on this result the null hypothesis that desirability does not have significant impact on robustness was rejected, while its alternative was accepted.

Ho₂: Desirability does not significantly impact on resourcefulness of small and medium size agribusinesses in Rivers State.

Table-2. Impact of Desirability on Resourcefulness

		Desirability	Resourcefulness
Desirability	Pearson Correlation	1	.877
	Sig. (2-tailed)		.000
	N	43	43
Resourcefulness	Pearson Correlation	.877	1
	Sig. (2-tailed)	.000	
	N	43	43

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

Table 2 shows that the two variables have a large positive relationship, with (r = .877, p-v < .01, N = 43). The correlation value of .877 is well above the .3 acceptable benchmark for rejecting null hypothesis [6]. Based on this result the null hypothesis that desirability does not have significant impact on resourcefulness was rejected, while its alternative was accepted.

H₀₃: Stability does not significantly impact on robustness of small and medium size agribusinesses in Rivers State.

Table-3. Impact of Stability on Robustness

		Stability	Robustness
Stability	Pearson Correlation	1	.554
	Sig. (2-tailed)		.000
	N	43	43
Robustness	Pearson Correlation	.554	1
	Sig. (2-tailed)	.000	
	N	43	43

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

Table 3 shows that the two variables have a fair positively relationship, with (r = .554, p-v < .01, N = 43). The correlation value of .554 is well above the .3 acceptable benchmark for rejecting null hypothesis (Cohen, 1988). Based on this result the null hypothesis that stability does not have significant impact on robustness was rejected, while its alternative was accepted.

H₀₄: Stability does not significantly impact on resourcefulness of small and medium size agribusinesses in Rivers State.

Table-4. Impact of Stability on Resourcefulness

		Stability	Resourcefulness
Stability	Pearson Correlation	1	.743**
	Sig. (2-tailed)		.000
	N	43	43
Resourcefulness	Pearson Correlation	.743**	1
	Sig. (2-tailed)	.000	
	N	43	43

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

Table 4 shows that the two variables have a large positive relationship, with (r = .743, p-v < .01, N = 43). The correlation value of .743 is well above the .3 acceptable benchmark for rejecting null hypothesis (Cohen, 1988). Based on this result the null hypothesis that stability does not have significant impact on resourcefulness was rejected, while its alternative was accepted.

H₀₅: Feasibility does not significantly impact on robustness of small and medium size agribusinesses in Rivers State.

Table-5. Impact of Feasibility on Robustness

		Feasibility	Robustness
Feasibility	Pearson Correlation	1	.714**
	Sig. (2-tailed)		.000
	N	43	43
Robustness	Pearson Correlation	.714**	1
	Sig. (2-tailed)	.000	
	N	43	43

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

Table 5 shows that the two variables have a large positive relationship, with (r = .714, p-v < .01, N = 43). The correlation value of .714 is well above the .3 acceptable benchmark for rejecting null hypothesis (Cohen, 1988). Based on this result the null hypothesis that feasibility does not have significant impact on robustness was rejected, while its alternative was accepted.

H₀₆: Feasibility does not significantly impact on resourcefulness of small and medium size agribusinesses in Rivers State.

Table-6. Impact of Feasibility on Resourcefulness

		Feasibility	Resourcefulness
Feasibility	Pearson Correlation	1	.514**
	Sig. (2-tailed)		.000
	N	43	43
Resourcefulness	Pearson Correlation	.514**	1
	Sig. (2-tailed)	.000	
	N	43	43

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

Table 6 shows that the two variables have a fair positive relationship, with ($r = .514$, $p-v < .01$, $N = 43$). The correlation value of .514 is well above the .3 acceptable benchmark for rejecting null hypothesis (Cohen, 1988). Based on this result the null hypothesis that feasibility does not have significant impact on resourcefulness was rejected, while its alternative was accepted.

5. Discussions

The study inspected the impact of entrepreneurial spirit on resilience of small and medium size agribusinesses in Rivers State, Nigeria. Six null hypotheses were formulated based on the research questions and objectives formulated.

Firstly, hypotheses one and two explored the impact of desirability on robustness and resourcefulness. The outcomes led to the rejection of the null hypotheses, and the alternative stating that desirability significantly impact robustness and resourcefulness accepted. Secondly, hypotheses three and four explored the impact of stability on robustness and resourcefulness. The outcomes led to the rejection of the null hypotheses, and the alternative stating that stability significantly impact on robustness and resourcefulness accepted. Lastly, hypotheses five and six explored the impact of feasibility on robustness and resourcefulness. The outcomes led to the rejection of the null hypotheses, and the alternative stating that feasibility significantly impact robustness and resourcefulness accepted.

Established by the results, we found that entrepreneurial spirit has the potential beneficial effects of enhancing resilience of small and medium size agribusinesses. This was taken to mean that entrepreneurial spirit has a positive and significant impact on robustness and resourcefulness of small and medium size agribusinesses in Rivers State, Nigeria. This result however, is in consonance with the studies of the other scholars (e.g. (Sharma *et al.*, 2010; Welpe, 2015). Conclusions were made that entrepreneurial spirit induces learning, kills fear of failure and lack of confidence which were characteristics that many entrepreneurs shared, noting that such triggers desirability to go into new business venture, stability from social pressure, and feasibility of the potentials of the business through robustness and resourcefulness of the entrepreneur demonstrating resilience by the entrepreneur (Sharma *et al.*, 2010; Welpe, 2015).

6. Conclusion

In conclusion, desirability, stability, and feasibility being elements of entrepreneurial spirit significantly and positively impact on robustness and resourcefulness which was used to measure resilience of small and medium size agribusinesses in Rivers State, Nigeria. Because this can help agribusiness optimally increase her survival and thriving propensity even in challenging times, while acknowledging that entrepreneurial organizations can reinforce resilient entrepreneurial spirit by continually adjusting from, adapting to, improvising in the midst of, and even improving upon shaping intricacies threatening such organizations resulting in profitably bringing to fruition its mission.

Recommendations

The operational framework for the study aided the hypotheses raised, while the theoretical and empirical perspectives boosted the interpretation drawn from the analysis of the data gathered, which led to the resulting conclusion. Based on the foregoing, it was recommended that:

- i. Operators of small and medium size agribusinesses should tackle the challenges confronting agribusinesses through high entrepreneurial spirit by espousing the potentials of desirability in an attempt to boost the resilience of such agribusiness.
- ii. Operators of small and medium size agribusinesses should harness the benefits traceable to gaining stability against social pressure through robust entrepreneurial spirit in enhancing the resilience of the organization.
- iii. Operators of small and medium size agribusinesses should conduct feasibility studies to continually and reliably ascertain the potentials of the business in terms of viability and profitability in an attempt to build high resilient spirit.
- iv. Operators of small and medium size agribusinesses should be persistent in involving in the rudiments of robustness in a bid to be resilient by adjusting, adapting, fine-tuning, and even thriving in the midst of disruptive environmental changes and complexities.
- v. Operators of small and medium size agribusinesses being resourceful entrepreneurs take informed, timely, and quality decisions to produce superior products and services based on their capabilities, knowledge and experiences.
- vi. Operators of small and medium size agribusinesses can adjust, adapt, survive, and thrive in challenging environment if they hold tenaciously the tenets of the spirits of entrepreneurship and resilience.

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