



## ENTREPRENEURIAL RESILIENCE AND SURVIVAL OF HOTEL INDUSTRY IN NORTH CENTRAL NIGERIA

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**Abstract:** This study investigated the effect of entrepreneurial resilience on survival of hotel industry in North Central Nigeria. Specifically, the study sought to determine the effect of risk-taking propensity, resourcefulness and innovativeness on survival (customer patronage and competitiveness) of hotel industry in North Central Nigeria. The study used a cross-sectional research methodology and a scientifically generated sample size of 242 from a population of 725 utilizing Yamane's (1967) formula. A structured questionnaire is used to collect data, and simple random selection was used to select study participants, with an appropriate validity index of 0.842 and an overall average reliability value of 0.804. Descriptive statistics (frequency counts, percentage ratings) and inferential statistics (regression analysis) were used to examine the acquired data. Using regressions and the statistical package for social sciences (SPSS, Version 26), the study's hypotheses were assessed at the 95% confidence level and 5% level of significance. The results showed that the survival of the hotel business in North Central Nigeria was positively and significantly impacted by entrepreneurial resilience. The survival of the hotel industry in North Central Nigeria is statistically impacted by risk-taking propensity ( $\beta = 0.231$ , t-value (3.902), p-value = 0.003 <  $\alpha$  0.05), resourcefulness ( $\beta = 0.525$ , t-value (9.109), p-value = 0.000 <  $\alpha$  0.05), and innovativeness ( $\beta = 0.255$ , t-value (3.208), p-value = 0.001 <  $\alpha$  0.05). The study came to the conclusion that entrepreneurial resilience has a positive impact on the hotel industry's ability to survive in North Central Nigeria because it shows that an entrepreneur's willingness to take risks, resourcefulness, and inventiveness are truly resilient traits that help them overcome both internal and external challenges to the business climate, which promotes the hotel industry's survival in North Central Nigeria. The study suggested, among other things, that a propensity for taking risks has a positive and significant impact on the survival of the hotel industry. As a major recognition strategy, hotel owners and managers should be prepared to take calculated risks by fostering a culture that values creativity that results in better guest services, which can increase customer patronage of these establishments in the competitive business environment. In order to remain resilient in the face of business obstacles, these hotels will benefit from this by being able to recognize and invest in new market prospects. This will encourage creative performance inside these establishments, which will ultimately lead to their continued existence in the sector.

**Keywords:** Entrepreneurial Resilience, Risk-taking Propensity, Resourcefulness, Innovativeness, Competitiveness, Customer Patronage

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## 1.0

## INTRODUCTION

### 1.1 Background to the Study

Long-term learning and developing adaptable skills are key to a company's ability to survive in the face of both expected and unexpected changes in its internal and external environment. Long-term organizational survival is difficult in today's technologically advanced and fiercely competitive commercial environment. It is well acknowledged that hotels play a significant role in economic growth, GDP, job creation, and income production (Tamunofiri and Onuoha, 2023). The hotel industry is the backbone of many economies, especially in developing nations, and is labor-intensive and highly dependent on the caliber of resilient entrepreneurs (Samuel, 2024). It is also vital to the economic development of many regions, including North Central Nigeria. Even though this business makes significant contributions to a country's overall economy, it nonetheless faces obstacles that limit its operational efficacy (Sharfaei et al., 2022). Because of these difficulties, they must use tactics like entrepreneurial resilience to deal with both internal and external environmental factors if they are to survive (Huber, 2011).

According to Ortiz-de-Mandojana and Bansal (2016), entrepreneurial resilience has been found to be a critical success element in handling unforeseen dangers and empowering businesses to emerge stronger than before. This is due to the fact that entrepreneurial resilience is commonly recognized as an essential tactic and skill for successfully confronting and overcoming setbacks and surviving unpredictable times. Entrepreneurial resilience can help midwives successfully navigate both internal and external challenges, establishing them as successful leaders who assist businesses in recognizing opportunities and challenges in adversity, surviving the crisis, and maintaining sustainable growth and development (Chowdhury et al., 2018). According to Seery (2011), the swift changes and intricacies that threaten the survival of these businesses are putting their capacity to adapt, endure, and prosper to the test. Resilience is linked to the concepts of survival, recovery, and thriving, which characterize the stage at which a person or organization may be during or following a crisis, adversity, difficult circumstances, and challenges (Ledesma, 2014). This study used three aspects of entrepreneurial resilience—risk-taking, resourcefulness, and innovativeness—to help the hotel business survive. The ability of entrepreneurs to change situations and take proactive steps for the advantage of their businesses is referred to as resourcefulness. According to Powell and Baker (2011), resourcefulness is behavioral in nature since it involves activities that guarantee the best possible use of limited resources, which are shaped by the manager's and entrepreneur's dedication to fostering economic success. The tendency to allocate the maximum amount of resources to opportunities that have a reasonable chance of both economic success and failure in an uncertain environment is known as the risk-taking propensity. The ability to put ideas into practice that lead to the creation of new goods or services or the enhancement of already-existing ones is referred to as innovativeness.

According to Cunningham (2016), survival is the ability or likelihood of the company to stay in operation despite the challenges posed by the current business environment. According to Ayatse et al. (2019), survival is extremely important during this time of business upheaval, and preserving a position in this cutthroat era becomes not only the owners' or leaders' job but also that of the employees. Survival shows whether the organization has stayed in operation during the relevant time period or if it is likely to stay in operation going forward. According to this portrayal, a company must demonstrate its ability to consistently satisfy the demands

of its market, which is typically characterized by ongoing shifts in consumer preferences and demand, as well as the demands of partners, investors, and the government in order to thrive (Kpakol and Gabriel, 2015). This study assesses hotels' ability to survive by looking at their competition and client base. Repeat purchases by customers are referred to as customer patronage. Adiele et al. (2015) claim that customers occasionally choose to use a company's goods or services because of the perceived or actual quality of those offerings. Client loyalty stems from a desire to stick with a business because of its perceived or actual service quality. Accordingly, a customer's willingness to use a company's services is determined by how they view the company's offerings as well as how they believe the quality of the services they receive aligns with their personality (Adiele et al., 2015). The ability of a company or organization to provide clients with better value than its rivals is considered competitiveness (Hanagandi and Melo, 2018). A business that can turn a profit and has a sizable portion of the market is considered competitive. However, in order to effectively promote its products to the consumer market, the company must use its resources and capabilities to manufacture the right items and services in the right quantity, with the right quality, at the right price.

Entrepreneurs that possess entrepreneurial resilience are more able to persevere through challenges and overcome setbacks (Reivich et al., 2011). Continually adapting to, improvising during, and even shaping changes and complexities that pose a threat to firms by utilizing 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, can strengthen the entrepreneurial resilience of both individuals and systems (Serrat, 2013). According to Olufunmilola (2014), an organization's ability to survive should demonstrate how good and effective its business performance is in terms of profitability, development, deal-boosting, cost reduction, and overall efficiency. Further development, inventiveness, and enthusiasm in creative work, he argued, play a remarkable role in a company's ability to survive. According to Osibanjo et al. (2011), every company that wants to stay in the market longer must pursue organizational survival and thus adopt strategies that ensure their continued

A key component of any community and a significant part of the hospitality sector are hotels. Offering homes away from homes, a warm welcome, and a polite reception are the primary duties of the hotel industry (Winger, 2020). It is composed of companies that offer passengers food, housing, and other services; the primary constituents include hotels, motels, inns, resorts, and restaurants. Over the past few decades, the hotel sector has experienced substantial changes on a global scale. The sharing economy, the emergence of technology, shifting consumer tastes, and a greater emphasis on sustainability are some of the major trends. Hotel business entrepreneurs have to deal with these developments as well as catastrophes like pandemics, natural disasters, and economic downturns. Economic growth and development are significantly influenced by the hotel sector, especially in areas with high potential for tourism. The hotel sector is essential to North-Central Nigeria's ability to host events, business travelers, and tourists (Cares, 2023).

According to Tajeddini et al. (2017), the hotel business has experienced remarkable growth in the past ten years, with a 25% increase in the number of new hotels. Researchers confirmed that because entrepreneurial resilient organizations are more likely to be creative, flexible, and proactive in their responses to changes in the business environment, they are better able to endure external shocks, grasp opportunities, and continue operating over an extended

period of time. In the USA, Mirjana (2021) made the case that entrepreneurs who possess resilience, inventiveness, and purposeful leadership are more likely to endure environmental dangers that they encounter while operating their businesses. Ayala and Manzano (2014) claim that there may be a relationship between resilience traits and the degree of success attained by seasoned business owners in the Spanish tourism industry. According to Branicki et al. (2017), entrepreneurs in the United Kingdom (UK) who have a high degree of resilience—as a result of their experience dealing with erratic situations, their own experiences with difficulties, and their participation in unofficial organizational structures—survive such shocks. According to Keglang et al. (2023), entrepreneurial resilience plays a significant role in an organization's long-term viability in China. In Hungary, Gyorgyi et al. (2023), found that the main factor influencing organizational performance was entrepreneurial resilience. In the United Arab Emirates, Hyland (2023) argued that when businesses face dangers in their business environment, the resilience of entrepreneurs is the key to their survival. Cheng (2024), made a similar argument in Malaysia, stating that one of the main factors influencing an enterprise's ability to survive in the face of environmental difficulties that are particularly noticeable in the twenty-first century is entrepreneurial resilience.

Since resilience is one of the factors that contribute to entrepreneurial success, Fatoki (2018) made the case that the capacity to endure and swiftly overcome these challenges is a crucial personal quality when pursuing entrepreneurship in Africa as a whole. In Cameroon, Boubakary (2022), made the case that resilience is crucial to the resurgence of entrepreneurship and that specific resilience variables support the success and longevity of companies. In Ghana, Tumaku and Agbeko (2024), discovered that SMEs' creative performance was influenced by their entrepreneurial resilience. In South Africa, Olawale (2024), established that entrepreneurial resilience influences the success of small and medium enterprises in South Africa. Onwe et al (2024), discovered that entrepreneurial resilience is rated as one of the factors that significantly contributed to business survival in Africa.

Elenwo and Onuoha (2023) assert that the survival of start-up companies in Nigeria is influenced by entrepreneurial resilience. In a similar vein, Onyokoko and Onuoha (2021) claimed that in a highly competitive industry, only businesses possessing resilience are likely to endure and expand. According to Owenvbiugie (2020), survival in a dynamic company environment is triggered by entrepreneurial resilience. In a company environment that is becoming more and more competitive, successful entrepreneurs create goals and targets. Entrepreneurs who are adaptable and resilient in these situations have an easier time succeeding due to their readiness (Ayala and Manzano, 2014). The organizational theory literature also establishes the views of adversity, adaptation to change, and favorable outcomes in the broader literature on entrepreneurial resilience (Dewald and Bowen, 2010). According to Ogbumbada and Onyemauche (2023), entrepreneurs that were eager to staff this force established by the Central Bank of Nigeria demonstrated resilience by figuring out how to bravely navigate through the storm.

Businesses have prospered in Nigeria's economy, but the naira exchange has caused economic disruptions, underscoring the opportunities and challenges for entrepreneurs in the key industries, according to Ibini et al. (2020). The World Bank warned that the newly redesigned naira, which went into circulation, would have a detrimental impact on economic activity, especially for poor Nigerians, because of its timing and short transition period, according to

Damilola (2022). Some company operations, including those in the hotel industry, were interrupted as a result, but those that took the forecast to heart and prepared ahead of time to implement procedures that would handle this situation managed to weather the storm. The purpose of this study is to ascertain how entrepreneurial resilience affects the hotel industry's ability to survive in North-Central Nigeria.

### **1.2 Statement of the Problem**

With a GDP growth rate of 5.4% in 2023 and employment creation of 2.9% in 2022, the hotel industry is regarded as a major contributor to economic growth. They supply a significant amount of labor and are the backbone of many economies, particularly in developing countries. Due to a number of factors, including their inability to cope with the fierce, competitive, and expanding sector, many of these hotels are going out of business, giving the impression that they are having difficulty surviving. The survival of these hotels in the region is no longer just reliant on macroeconomic factors. However, it is more affected by a number of unanticipated and unexpected factors that might affect the business environment, including limited capital, inadequate infrastructure, economic volatility, government policies, and insecurity, among others. By incorporating entrepreneurial resilience as one of the primary drivers of enterprise survival in the face of environmental challenges that are prominent in the hotel industry in the twenty-first century, can these hotels withstand external shocks, take advantage of opportunities, and maintain their survival in the market?

However, it is noted that even though these hotels are implementing entrepreneurial resilience strategies and tactics that could help them survive in the industry, such as being proactive, taking risks, resourceful, and innovative, some hotels are benefiting from this, while others are still struggling to survive, particularly with regard to customer patronage and competitiveness. The purpose of this study is to determine whether and to what degree entrepreneurial resilience affects the hotel industry's ability to survive in North Central Nigeria.

Despite its possible significance, little empirical study has been done to specifically examine how entrepreneurial resilience affects the hotel industry's ability to survive in North Central Nigeria. However, prior research on the impact of entrepreneurial resilience on survival has been carried out in both developed and developing nations outside of Nigeria, such as Elshael and Saad (2020) in Egypt, Wadid (2020) in Khartoum, Dial et al. (2020) in Portugal, and Xie et al. (2023) in China. Similar to this, research done in Nigeria, including studies by Amah and Korgba (2017), Emueje et al. (2020), Owenvbiugie (2020), and lyke and Onuoha (2023), concentrated on organizational performance metrics other than hotel survival. There is a gap in the literature because, despite the numerous studies that academics have conducted on hotel survival, there is hardly any empirical research on the relationship between entrepreneurial resilience and hotel survival, particularly in North-Central Nigeria. Based on this assumption, the study's departure from earlier comparable research aims to close this gap by investigating how entrepreneurial resilience affects the hotel industry's ability to survive in North-Central Nigeria.

### **1.3 Objectives of the Study**

The broad objective of the study was to examine the effect of entrepreneurial resilience on survival of hotel industry in North-Central, Nigeria. The specific objectives of the study include to:

- i. ascertain the extent of the effect of risk-taking propensity on survival of hotel industry in North-Central, Nigeria
- ii. determine the extent of the effect of resourcefulness on survival of hotel industry in North-Central, Nigeria
- iii. investigate the extent of the effect of innovativeness on survival of hotel industry in North-Central, Nigeria

### **1.6 Significance of the study**

This study is beneficial to academics since it will add to the discussion on how to encourage entrepreneurship in order to meet the needs of the economy and address the issue of unemployment. The results should help hotel operators understand how investing in information would help them by strengthening their entrepreneurial resilience, which will lead to additional chances for entrepreneurship in the nation. Additionally, the government will be able to develop commendable policies to address the nation's entrepreneurship issue and assist students who exhibit entrepreneurial qualities in promoting their products or raising capital. The study will help competitors in the hotel industry understand and use entrepreneurial resilience to win over, convince, or draw clients away from competitors to their own goods and services by consciously working to build a profitable relationship with them by retaining them for a long time. The study is important for hotel owners and managers because it will help them comprehend and value the various entrepreneurial resilience practices and strategies, such as proactiveness, risk-taking propensity, resourcefulness, and innovativeness, as key choices to increase customer satisfaction and competitiveness in hotel operations. The results of this study will be used as literature and reference material to better understand entrepreneurial resilience and how it relates to the hotel industry's ability to survive. Lastly, the results will spark scholarly discussion among researchers who are interested in entrepreneurial resilience tactics and practices in the hotel industry's ability to survive.

## **2.0 LITERATURE REVIEW**

This section embraces the theoretical framework, conceptual review as well as the review of related empirical studies in line with the topic under review.

### **2.1 Theoretical Framework**

The notion of thriving, as proposed by Haight et al. in 2002, is used for this investigation. This is due to the fact that the theory looks at the circumstances that lead to growth and well-being for both persons and businesses, going beyond just survival. A vibrant workplace culture that benefits both staff and the company as a whole can be established by hotel management. Customer satisfaction, staff retention, and overall business success can all be enhanced by this all-encompassing strategy.

#### **2.1.1 Theory of Thriving**

According to Haight et al. (2002), the theory of flourishing examined the circumstances in which people—especially older adults—experience growth and well-being that goes beyond just survival. In 2002, Haight et al. proposed the theory of flourishing. From a gerontologic theory to a life span theory, the theory has since changed. Originally developed to address failure to thrive (FTT) in infants (Lobo, 1992) and older persons (Newbern and Krowchuk, 1994), flourishing is now applicable to a wide range of life span challenges. The psychological and behavioral elements that lead to people thriving in both their personal and professional

life are the main emphasis of flourishing theory. Applying the thriving principle to the hotel sector can improve employee engagement, well-being, and general performance, which will ultimately improve customer experiences and corporate results. The fundamental tenets of this idea are as follows, per Haight et al. (2002): Humans are open, free-thinking creatures who develop and change. Humans and their surroundings are in a reciprocal process; people develop patterns of relating and prospering throughout their lives, either favorably or unfavorably. The process of thriving involves interactions between the environment and people. People are able to explain their own experiences in ways that advance our understanding of human flourishing. When all the components of thriving come together, synergy happens.

In organizational theory, the term "thriving" describes a condition where people feel both alive and learning. The flourishing idea can be used in the hotel industry to improve employee performance, engagement, and well-being, which will ultimately increase client loyalty and corporate success. By promoting a healthy work-life balance, offering wellness programs, and creating chances for physical activity, hotels may create an atmosphere that promotes vitality. For instance, having access to wellness seminars or exercise centers might assist staff members stay energized. Workers are more likely to thrive if they feel empowered to make decisions and have a sense of autonomy. In the hotel sector, this can entail empowering employees to handle complaints from visitors or make snap decisions that improve the visitor experience.

The theory's implication is that entrepreneurs will prosper through ongoing interactions with both the human and nonhuman environments. In order to promote thriving, both human and nonhuman settings offer opportunities for mutual connections, harmony, diversity, friendship, and spontaneity (Haight et al., 2002). As per the theory, an entrepreneur's response to disasters, misfortunes, adversities, harsh situations, disturbances, and/or demanding situations is largely determined by his or her own experiences, tenure, education, exposure (including cognitive, reflective, emotive, and non-secular assets), interpersonal reports and expectations, socio-economic, and cultural views (Ledesma as cited in Chukuigwe and Opara, 2020). Accordingly, flourishing examines a variety of perspectives in an effort to provide answers for why successful businesspeople prosper after a crisis or difficult circumstance while others fail. Because an entrepreneur's proactiveness, resourcefulness, standards, efficiency, and vigor govern how they respond to difficult circumstances and disruptions, it has been said that success is primarily determined by their ability to adapt to changing times. In order to expand their businesses through client loyalty and competitiveness, entrepreneurs are needed to be resilient as they grow through hardships and disasters.

The idea has a number of drawbacks and objections, despite providing insightful information about healthy aging and wellbeing: Measuring and operationalizing the idea of thriving is one of the main obstacles. A person's physical, mental, and social well-being are all aspects of thriving. It can be challenging to accurately evaluate these elements and how they interact, especially since thriving is a dynamic and individualized experience. Being thriving is a personal experience that differs greatly from person to person. Depending on individual ideals, cultural background, and life circumstances, what one person considers to be thriving may not be the same for another. It may be difficult to create a common concept or standardized metric for thriving because of this heterogeneity. It can be difficult to incorporate the theory of thriving with other sociological and psychological theories. It may

be necessary to reconcile any overlaps or inconsistencies with current ideas of resilience, positive aging, and well-being. These difficulties show how difficult it is to research and encourage thriving, and they also point to areas where the theory has to be improved.

## 2.2 Conceptual Framework

The relevant concepts and their dimensions as relating to this study are carefully defined and reviewed in this section.

### 2.2.1 Concept of Entrepreneurial Resilience

The ability to recover and overcome crises, tragedies, adversities, hard conditions, disruptions, and/or obstacles is known as entrepreneurial resilience (Ledesma, 2014). According to Davoudi (2016), entrepreneurial resilience may be defined as a framework that influences entrepreneurs' opportunities and is characterized by a sense of recovery. According to this author, entrepreneurs are change agents who suggest and implement creative fixes to effectively address and lessen the effects of crises. Accordingly, entrepreneurial resilience is a type of emotional and cognitive ability that is helpful to the entrepreneur, especially when he recovers from setbacks associated with his business endeavors (Bernard et al., 2016). Theoretically, entrepreneurial resilience explains why some investors eventually leave the market while others continue to invest in hopes of success. Yemisi and Robert (2017), averred that entrepreneurial resilience is a significant paradigm in entrepreneurship for several explanations. It has the capacity to record the mental processes that characterize how an entrepreneur fully confronts the challenges and obstacles associated with entrepreneurship and the establishment of new ventures. Entrepreneurial resilience can be shown in entrepreneurship by offering insight into the reasons why some businesses thrive while others fail. It enables the business owner to maintain optimism despite challenging market conditions and unexpected events (Ayala and Manzano, 2014).

### 2.2.2 Dimensions of Entrepreneurial Resilience

According to the following academics, this study embraces risk-taking propensity, resourcefulness, and innovativeness: Serrat, 2013; Jia et al., 2013; Yu-Ming et al., 2018; Ibini et al., 2020; Pascucci et al., 2022; Ogbumgbada and Onyemauche, 2023. These aspects of entrepreneurial resilience were chosen because they are sufficiently abstract to be applicable to a wide range of enterprises and are appropriate for the hotel sector.

**i. Risk-taking propensity:** Scholarly literature has long used the term "risk-taking propensity." Sociologist Niklas Luhmann believes that the term "risk" is a neologism that moved from conventional to modern thinking. According to Allah and Nakhaie (2011), during the Middle Ages, the term "residuum" was employed in a wide range of contexts to refer to all forms of maritime commerce and the ensuing legal issues of loss and damage. The terms "riezgo" and "rischio" were used to refer to loss and damage in the 16th century (Aven 2014). Through cooperation with Middle Eastern and North African Arab traders, these terms were brought to continental Europe. Only in the 17th century did the word "risk" originate in the English language, and it seems to have come from continental Europe (Bijloos, 2017). However, the previous concept of loss, harm, and ill luck was altered when the term "risk" began to acquire traction. The desire to engage in behaviors that have the potential to be harmful or dangerous but offer the possibility of a pleasant and helpful consequence is known as risk-taking (Allah and Nakhaie, 2011).



**ii. Resourcefulness:** Being resourceful is being ready, prepared, and willing to rely on various capacities through effective resource utilization (Serrat, 2013). The ability of entrepreneurs to change situations and take proactive steps for the advantage of their businesses is referred to as resourcefulness. According to Powell and Baker (2011), resourcefulness is behavioral in nature since it involves activities that guarantee the best possible use of limited resources, which are shaped by the manager's and entrepreneur's dedication to fostering economic success. Resourcefulness also refers to an entrepreneur's capacity to effectively utilize available resources so that their business may continue to function even in the face of challenges. Since resourcefulness shows that organizations can adapt in times of crisis and respond flexibly and spontaneously in transforming (reacting and discovering solutions to resolving unanticipated challenges) a negative impact into a positive and favorable impact for the organization even when other organizations fail (Berkes, 2007), it is a practical, survivable consequence and actions that naturally follow when organizations are faced with some form of harsh conditions and frustrations.

**iv. Innovativeness:** According to Sommer et al. (2017), innovativeness is defined as the degree to which a company invests in R&D, markets new or improved products, and is open to new ideas, creative, flexible, willing to change, experiment, and inclined to take risks in the company culture. Innovativeness is one of a company's key performance indicators. Innovativeness, riding on the wings of opportunity, and being inventive in spotting and seizing possibilities are traits of entrepreneurship (Omerzel, 2016). According to the literature on the entrepreneurial dimension, innovativeness is defined as a variety of approaches to creating or implementing new ventures, services, or goods, which includes many of the innovative elements in the field of innovation (Vora et al., 2012). The innovativeness component, however, does not elaborate on the various forms of innovation, including radical and incremental innovation, or if it is an adoption or generation of innovation. However, a wide range of inventive fields, including product, service, and process innovation, can be included in the conceptualization due to the entrepreneurial dimension of innovation's breadth (Adudu et al., 2021).

### 2.2.3 Concept of Survival of Hotel Industry

According to Obiekwe (2018), survival refers to an organization's ability to continue operating in the face of adversity, difficulties, or threats. The purpose of organizations is to endure and generate profits for their founders. The significance of organizational survival extends beyond a company's goals of expansion, cost reduction, and profit maximization (John, Michael, and Cassiu, 2017). Organizational survival can be thought of as an unwritten rule that governs every business, according to Lekhanya (2016). As a result, survival ought to be seen as the primary goal that directs the regular and ongoing decision-making processes of business executives and enthusiasts. In addition to other elements like owner and employee satisfaction, financial viability and growth are major variables in an organization's ability to survive. According to Mindy (2010), an organization's ability to endure is its top priority. An implicit organizational goal that necessitates the use of both human and material resources is organizational survival (Jones and Barlet, 2008). The attainment of organizational survival should take precedence over all other goals since it will enable the organization to accomplish its other goals, claims Adewale (2011). According to Lee (2006), an organization's ability to survive in a cutthroat business environment depends on its ability to innovate, adapt effectively to its surroundings, and make the most use of its material and human resources. Any organization that does not prioritize organizational survival should reconsider.

#### 2.2.4 Measures of Survival of Hotel Industry

Customer loyalty and competitiveness are taken from the works of Hamilton-Ibama and Ogunu (2021), Kaur and Mehta (2016a), and Perutkova and Parsa (2010). Adopting these survival strategies was motivated by the researcher's objective and the fact that they are far more practical in the hotel business.

i. **Customer Patronage:** customer patronage, as defined by Ding et al. (2015), is the choice behavior in which a consumer favors one business over another in the same industry. In this case, client preference for a business's goods or services is represented by patronage. consumer patronage is the degree to which a consumer uses a specific company's goods or services based on the outcome of his or her evaluation and personal experience, according to Garga and Bambale (2016). "Repeated patronage behavior at a particular company for either the same products or any other products" is a more straightforward definition of consumer patronage behavior put forth by Kumar (2016).

ii. **Competitiveness:** Firm-level competitiveness describes a company's capacity to provide goods and services to current and potential clients more effectively and efficiently than its rivals (Rusibana, 2018). Additionally, an organization's ability to provide greater economic value than rival businesses is referred to as organizational competitiveness (Wilfred et al., 2014). When businesses adapt to changes in the external environment and continue to offer clients satisfactory products that outperform those of other industry participants, they are said to be competitive (Kaur and Mehta, 2016a). Competitiveness is a skill that makes a company stand out from the competition and is hard to copy. Consequently, companies are expected to acquire the skills necessary to adjust to changes in the environment, since good strategies help businesses establish a strong market position, while bad strategies can hurt a company's success (Wang, 2012).

#### 2.3 Review of Related Empirical Studies

Korry *et al.* (2024), aimed to investigate how entrepreneurial resilience affects SMEs ability to achieve sustainable competitive advantage. It also analysed the moderating role of local cultural values in reinforcing resilience and sustainable competitive advantage. The 400 handcraft SMEs that made up the population were considered to be Bali's main source of income from tourism. The findings showed that social capital, human capital, and financial capital all influenced entrepreneurial resilience. Owning and having access to capital aided entrepreneurs in adjusting to changes in the demanding and dynamic industrial environment, and financial capital was one of the sources of resilience that had the biggest impact. This study was domiciled in Bali Local Government of Taraba State, the present study is about survival of hotels is in North Central Nigeria.

Elenwo and Onuoha (2023), sought to examine the relationship between entrepreneurial resilience and survival of small businesses in Rivers State. Owners of one hundred and eighty (180) registered Laundries, Packaged water and Paint dealers businesses constituted the population size, from which a sample of 123 was drawn using the Krejcie and Morgan's sample size determination table. Based on the variables, two testable null hypotheses were developed. The Statistical Package for Social Sciences was utilized to analyze the null hypotheses at the 5% level of significance using Spearman's Rank Order Correlation Coefficient. Out of the 123 copies of the questionnaire that were distributed, 99 copies were recovered and examined. The alternative hypothesis was accepted and all of the null hypotheses

were disproved. Therefore, the survival of start-up companies in Nigeria is greatly influenced by entrepreneurial perseverance. It was determined that optimism and adaptability, as well as resourcefulness and adaptability, have a strong positive correlation. This study and the current one are comparable in that they both use the same independent variable, but they differ in terms of the dependent variable, case study, analytical tools, and geographical scope.

Elshaer and Saad (2022) investigated the role of institutional orientation and adaptive performance in fostering business continuity and entrepreneurial resilience in Egypt's tourism and hospitality sector. The dynamics of resilience in tourism and hospitality businesses by examining how entrepreneurs' resilience and business continuity indicators—such as perception of career insecurity and intention to exit the company—are influenced by both internal and external contextual factors, such as adaptive performance and institutional orientation. Using structural equation modeling, entrepreneurs (founders of small restaurants and travel agencies in Egypt) completed self-administered questionnaires to provide quantitative data during the COVID-19 pandemic. According to the study, company continuity metrics and entrepreneurs' ability to bounce back from setbacks are directly correlated, with institutional orientation and adaptive performance acting as moderators. This study's dimensions of entrepreneurial resilience are at variance with the present study in North-Central, Nigeria.

Ali *et al.* (2021), investigated the impact of corporate resilience dimensions on performance in the food SMEs industry in Iran during the COVID-19 era. After reviewing the literature on organizational resilience (planned and adaptive) based on Porter's value chain, the effects of five dimensions (human resources, marketing, finance, supply chain management, and services) on corporate performance were assessed. Simple random sampling was used to gather 95 surveys from SMEs in the food business. SMART PLS 2.0 and SPSS 26 were utilized for data analysis. Because all of the items had high  $t$  coefficients ( $t > 1.96$ ), the findings of the data analysis using Partial Least Squares (PLS) demonstrated that all dimensions had a favorable impact on corporate performance. The model has a good level of overall validation with GOF. Performance improves as Porter's value chain components—human resources, marketing, finance, supply chain management, and services—are modified appropriately in response to the COVID-19 pandemic. This study examines how corporate resilience factors affect the success of Iran's food SMEs in the COVID-19 era. The present study considers resilience as one of the dimensions of entrepreneurial resilience on survival hotels in North-Central, Nigeria.

Aisdil (2020), examined entrepreneurial resilience on the performance of small and medium enterprises organization in Asaba, Delta State. The research design method used was a cross-sectional survey. The stratified random sampling technique was used in the investigation. There were only 201 responders in the sample. The results decisively demonstrated that proactivity, strategic variety, and resourcefulness have a significant positive correlation with organizational performance. According to the study's findings, organizational performance is positively impacted by entrepreneurial resilience. According to the study's findings, resourcefulness has the biggest positive impact on an organization's performance. While the current study incorporates resourcefulness and other aspects of entrepreneurial resilience, this study concentrated primarily on resourcefulness.

**3.0 METHODOLOGY**

North Central Nigeria, which includes Benue State, Kogi State, Kwara State, Nasarawa State, Niger State, Plateau State, and the Federal Capital Territory, Abuja, was the study region for this survey research design. 725 owners and managers of three-star hotels in North Central Nigeria made up the study's population; 242 of these were chosen scientifically using Taro Yamane's formula, and simple random sampling was used to guarantee that every member of the population had an equal chance of being chosen. This study's data is gathered via administering a questionnaire. The study's overall reliability and validity scores were 0.804 and 0.842, respectively. The multiple regression analysis model used in this study included company survival as the dependent variable and entrepreneurial resilience as the independent variable. Therefore the following model specifications to test the formulated hypotheses are as follows:

The model for this research is given as

$$SUR = (ENR) = (RTP, RSN, INV)$$

Where

SUR = Survival

ENR = Entrepreneurial Resilience

RTP = Risk-taking Propensity

RSN = Resourcefulness

INV = Innovativeness

The regression model, thus is given as

$$GWT = x + b_1 RTP + b_2 RSN + b_3 INV + e \dots\dots\dots (1)$$

Where

x = Intercept of the regression

b<sub>1</sub> - b<sub>3</sub> = parameter estimates

e = error term

Data was analyzed using descriptive and inferential statistics to assess the relationship between the variables. Regression analysis was one of the inferential statistics utilized to analyze the data and ascertain how entrepreneurial resilience affected the survival of hotels in North Central Nigeria. Student t-statistics produced by the regression model will be used to test the hypotheses developed for this investigation. For a two-tailed test, the study's level of significance is 5%. According to the decision rule, if the critical/t-value (±1.96) is higher than the computed value, we accept the null hypothesis; if not, we reject it. Accordingly, a variable is considered statistically significant if its t\* (t-calculated) value is greater than the tabulated value of ±1.96 under 95% (or 5%) confidence levels, and statistically insignificant if its t\* value is less than the tabulated value of ±1.96 under 95% (or 5%) confidence levels, according to the student t-test (t-statistic).

**4.0 RESULTS AND DISCUSSION**

This section presents the results of data collected from the respondents. It is specifically discussed under data presentation and analysis, test of hypotheses and discussion of findings.

**4.1 Data Presentation and Analysis**

This part presents the descriptive statistics of the study questions, the inferential statistics, the response rate, and the demographics of the respondents. 242 was the sample size, however 266 (10% buffer margin of 242, or 24 was added to the original sample) was included to account for non-response bias. Here, oversampling was used to account for unreturned

questionnaire copies and reluctant individuals in order to guarantee that a minimum sample size of 242 in analyzable form is reached, resulting in a return rate of 100.0%.

Under the demographic data, this section gives specifics about the participants' personal traits. The study's participants were asked to provide their gender, age range, level of education, and employment history. The data shed light on the respondents' competency and credibility in supplying the data needed for the research.

**Table 5: Demographic Attributes of Respondents**

<b>Attribute</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Gender</b>		
Male	134	55.4
Female	108	44.6
<b>Total</b>	<b>242</b>	<b>100</b>
<b>Age Distribution</b>		
18-27years	36	14.9
28-37 years	90	37.2
38-47 years	80	33.0
48-57 years	21	8.7
58 years above	15	6.2
<b>Total</b>	<b>242</b>	<b>100</b>
<b>Educational Status</b>		
SSCE	22	9.1
OND/NCE	60	24.8
HND/B.Sc	101	41.7
M.A/M.Sc	54	22.3
Ph.D	5	2.1
<b>Total</b>	<b>242</b>	<b>100</b>
<b>Work Experience</b>		
1-5 years	27	11.2
6-10 years	42	17.4
11-15 years	123	50.8
16-20 years	35	14.5
21years and above	15	6.2
<b>Total</b>	<b>242</b>	<b>100</b>

**Source:** Field Work (2024)

Table 5 displays the background information replies that were gathered from the respondents. The gender breakdown of the respondents reveals that 108 (28.2%) were female and 134 (71.8%) were male. According to this, the majority of survey participants were men, and the distribution of respondents was cross-gender. It also demonstrates the male-dominated nature of the hotel sector in North Central Nigeria. According to the respondents' age distribution, the bulk of them—90 (14.9%)—were between the ages of 28 and 37; 80 (33.1%), 38 and 47; 36 (19.8%); 18 and 27; 21 (5.5%); 48 and 57; and 15 (6.2%), who were 58 years of age or older. According to the results, owners and managers of various ages took part in the study, with the majority being middle-aged. 101 (41.7%) of the respondents have an HND or

B.Sc., 60 (24.8%) have an OND or NCE, 22 (9.1%) have a secondary school certificate, 54 (22.3%) have a master's degree, and only 5 (2.1%) have a Ph.D., according to the respondents' distribution by educational background. This suggests that the participants possessed sufficient education to comprehend how entrepreneurial resilience tactics support the hotel industry's existence in North Central Nigeria. As can be seen from the distribution of respondents by experience, 27 (11.2%) had experience ranging from 1 to 5 years, 42 (17.4%) from 6 to 10 years, the majority 123 (50.8%) from 11 to 15 years, 35 (14.5%) from 16 to 20 years, and 15 (6.2%) from 21 years and beyond. As a result of their extensive experience, hotel owners and managers are likely well-versed in entrepreneurial resilience and how it impacts their ability to survive in the marketplace.

**4.1.3 Presentation of Responses on Research Variables**

In this subsection, the respondents' answers about the research variables—risk-taking tendency, resourcefulness, innovativeness, and survival—were displayed. The findings were displayed using a five-point Likert scale to assess respondents' agreement with the following questions: Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree.

**Table 7: Responses on the Effect of Risk-Taking Propensity on Survival**

Questions	Responses				
	SD	D	N	A	SA
Our hotel always introduces new services or amenities that have not been widely adopted in the industry	26(10.7)	37(15.7)	16(6.6)	63(26.0)	100(41.3)
We offer highly customized packages and experiences to specific customers segments in our hotel	16(6.6)	13(5.4)	30(12.4)	61(25.2)	122(50.4)
Adopting new technologies that could impact customer interaction is always done in our hotel	10(4.1)	20(8.3)	21(8.7)	55(22.7)	136(56.2)
My firm encourages creative risk-taking by cultivating a culture that values creativity and embraces risk-taking, ultimately leading to improved guest services and a more dynamic workplace.	20(8.3)	19(7.9)	21(8.7)	81(33.5)	101(41.7)
Firm manages the risk of customer dissatisfaction when implementing changes or making decisions that could disrupt their usual experience	21(8.7)	38(15.7)	63(26.0)	38(15.7)	82(33.9)
Our hotel differentiates itself from competitors in terms of customer service and guest experiences	15(6.2)	10(4.1)	18(7.4)	67(27.7)	132(54.5)

**Source:** Filed Work (2024)

Result in Table 7 showed the analysis of the question items on the effect of risk-taking propensity on survival of hotels in North Central Nigeria. To find out whether our hotel always introduces new services or amenities that have not been widely adopted in the industry, 10.7 % strongly disagreed and 15.7% disagreed through their responses, while 6.6 were neutral about it. 26.0 % agreed and 41.3% strongly agreed. Since majority of the responses were

positive, this implies that introducing new services or amenities that have not been widely adopted in the industry is critical for survival of hotels in North Central Nigeria. As to whether hotels offer highly customized packages and experiences to specific customers segments in our hotel, 6.6% strongly disagreed and 12.4% disagreed, while 12.4% were neutral. 25.2% and 50.4% agreed and strongly agreed positively that hotels offer highly customized packages and experiences to specific customers segments in our hotel. This entails majority of these hotels takes risk in the provision of their services which triggers survival in the industry.

To find out whether adopting new technologies that could impact customer interaction is always done in our hotel, 4.1% strongly disagreed and 8.3% also disagreed and 8.7% were neutral. 22.7% and 56.2% agreed and strongly agreed that new technologies that could impact customer interaction is always adopted in our hotel. Since majority agreed and strongly, this means that adopting new technologies that could impact customer interaction is always done in our hotel affects survival of hotels in North Central Nigeria. To find out if hotels encourages creative risk-taking by cultivating a culture that values creativity and embraces risk-taking, ultimately leading to improved guest services and a more dynamic workplace, 8.3 % strongly disagreed and 7.9% disagreed, while 8.7% were neutral. 33.5% and 41.7% agreed and strongly agreed that hotels encourages creative risk-taking by cultivating a culture that values creativity and embraces risk-taking, ultimately leading to improved guest services and a more dynamic workplace. Since majority agreed and strongly agreed, this implies that survival of hotels in North Central Nigeria is affected by hotels encouraging creative risk-taking by cultivating a culture that values creativity and embraces risk-taking, ultimately leading to improved guest services and a more dynamic workplace.

To find out whether hotels manages the risk of customer dissatisfaction when implementing changes or making decisions that could disrupt their usual experience, 8.7% strongly disagreed and 15.7% disagreed and 26.0% were neutral about it. 15.7% respondents replied agreed and 33.9% strongly agreed that hotels manages the risk of customer dissatisfaction when implementing changes or making decisions that could disrupt their usual experience. Since majority agreed and strongly agreed, this entails that survival of hotels in North Central Nigeria is influence by hotels that manages the risk of customer dissatisfaction when implementing changes or making decisions that could disrupt their usual experience. Finally whether our hotels differentiates itself from competitors in terms of customer service and guest experiences, 6.2% strongly disagreed and 4.1% disagreed, while 7.4% were neutral and 27.7% and 54.5% agreed and strongly agreed that hotels that manages the risk of customer dissatisfaction when implementing changes or making decisions that could disrupt their usual experience. This means that majority of hotels in North Central Nigeria is surviving in the industry simply as a result its ability to manage the risk of customer dissatisfaction when implementing changes or making decisions that could disrupt their usual experience.

**Table 8: Responses on the Effect of Resourcefulness on Survival**

Questions	Responses				
	SD	D	N	A	SA
Our hotel empowers staff to be resourceful in addressing guest issues on the spot, without needing to escalate to higher management	15(6.2)	10(4.1)	18(7.4)	67(27.7)	132(54.5)
Leveraging existing resources (e.g., facilities, staff, partnerships) to enhance guest experience in ways that competitors might not is always provided	2(0.8)	4(1.7)	3(1.2)	97(40.1)	136(56.2)
Our firm fosters a culture among its staff to ensure they can handle guest requests or challenges independently	13(5.4)	17(7.0)	2(0.8)	97(40.1)	113(46.7)
Our hotel leverage local partnerships to provide guests with experiences or services that go beyond what the hotel alone can offer	22(9.1)	28(11.6)	3(1.2)	34(14.0)	155(64.1)
Our hotel uses resources to offer personalized services or experiences to guests, even when dealing with a large volume of guests	20(8.1)	-	22(9.1)	82(33.9)	118(48.8)
We ensure that all amenities are utilized to their fullest potentials in our hotel by providing guests with added value during their stay	3(1.2)	17(7.0)	6(2.5)	90(37.2)	126(52.1)

**Source:** Filed Work (2024)

The result in Table 8 showed the analysis of the question items on the effect of resourcefulness on survival of hotels in North Central Nigeria. To find out whether hotel empowers staff to be resourceful in addressing guest issues on the spot, without needing to escalate to higher management, 6.2% and 4.1% disagreed and strongly disagreed, while 7.4% were neutral and 27.7% and 54.5% agreed and strongly agreed that hotel empowers staff to be resourceful in addressing guest issues on the spot, without needing to escalate to higher management. Since majority of the respondents replied positively, this implies that empowering staff to be resourceful in addressing guest issues on the spot, without needing to escalate to higher management is influential to survival of hotels in North Central Nigeria. To find out whether leveraging on existing resources to enhance guest experience in ways that competitors might not is always provided, 0.8% strongly disagreed and 1.7% disagreed, while 1.2% were neutral and 40.1% agreed and 56.25 strongly agreed positively. This means that majority of hotels in the North Central Nigeria are surviving as a result of leveraging on existing resources to enhance guest experience in ways that competitors might not is always provided.



To find out whether hotels fosters a culture among its staff to ensure they can handle guest requests or challenges independently, 5.4% strongly disagreed, 7.0 % disagreed and 0.8% were neutral about it. While 40.1% agreed and 46.7% strongly agreed that hotels fosters a culture among its staff to ensure they can handle guest requests or challenges independently. Since the majority of respondents replied agreed and strongly agreed, this entails that hotels that fosters a culture among its staff to ensure they can handle guest requests or challenges independently are more likely to survival in the industry. On whether hotel leverage local partnerships to provide guests with experiences or services that go beyond what the hotel alone can offer, 9.1% strongly disagreed and 11.6 % disagreed, while 1.2% were neutral about it. 14.0% agreed and 64.1% strongly agreed that hotel leverage local partnerships to provide guests with experiences or services that go beyond what the hotel alone can offer

To find out whether hotels uses resources to offer personalized services or experiences to guests, even when dealing with a large volume of guests, 8.1% strongly disagreed and 9.1% were neutral, while 33.9% and 48.8% agreed and strongly agreed hotels uses resources to offer personalized services or experiences to guests, even when dealing with a large volume of guests. Since majority of the respondents replied positive, this means that survival of hotels in North Central Nigeria is highly influenced uses resources to offer personalized services or experiences to guests, even when dealing with a large volume of guests. Finally, as whether hotels ensure that all amenities are utilized to their fullest potentials in our hotel by providing guests with added value during their stay, 1.2% strongly disagreed and 7.0% disagreed and 2.5% were neutral. While 37.2% agreed and 52.15 strongly agreed that hotels ensure that all amenities are utilized to their fullest potentials in our hotel by providing guests with added value during their stay. Since majority of the respondents replied positively, this entails that survival of hotels in North Central Nigeria is dependent on its ability to hotels ensure that all amenities are utilized to their fullest potentials in our hotel by providing guests with added value during their stay.

**Table 9: Responses on the Effect of Innovativeness on Survival**

Questions	Responses				
	SD	D	N	A	SA
The adoption of cutting-edge technology to improve customer service and convenience (e.g., mobile check-in, smart rooms) is done in our hotel	17(7.0)	15(6.2)	5(2.1)	103(42.6)	102(42.1)
Our hotel uses innovative approaches to personalize the guest experience such as; customized services, tailored recommendations, or unique packages	13(5.4)	17(7.0)	2(0.8)	54(22.3)	156(64.5)
Using innovative communication methods to stay connected with guests before, during, and after their stay is always encouraged in our hotel	2(0.8)	19(7.9)	36(14.9)	84(34.7)	101(41.7)
Our hotel innovatively prepared for and respond to crises (e.g., health pandemics, natural disasters) to ensure guest safety and satisfaction	6(2.5)	4(1.7)	37(15.3)	59(24.4)	136(56.2)
Using innovative training methods to ensure that staff are equipped to deliver exceptional service and adapt to new trends is a standard in our hotel	12(5.0)	18(7.4)	2(0.8)	54(22.3)	156(64.5)
Our hotel uses innovative approaches to enhancing customer experiences, staying competitive, and meeting the ever-changing demands of travellers.	17(7.0)	24(9.9)	14(5.8)	84(34.7)	103(42.6)

**Source:** Filed Work (2024)

The result in Table 9 showed respondents' views on the effect of innovativeness on the survival of hotels in North Central Nigeria. To find out whether the adoption of cutting-edge technology improves customer service and convenience (e.g., mobile check-in, smart rooms) is done in our hotel, 7.0% strongly disagreed and 6.2% disagreed that while 2.1% were neutral about the issue. 42.6% and 42.1% agreed and strongly agreed that the adoption of cutting-edge technology improves customer service and convenience in their hotels. Since majority of respondents replied agreed and strongly agreed, this implies that survival of hotels in North Central Nigeria is influenced by the adoption of cutting-edge technology improves customer service and convenience. As per whether hotels uses innovative approaches to personalize the guest experience such as; customized services, tailored recommendations, or unique packages, 5.4% strongly disagreed and 7.0% disagreed, while 0.8 % were neutral. 22.3% agreed and 64.5% strongly agreed that hotel uses innovative approaches to personalize the guest experience such as; customized services, tailored recommendations, or unique packages. Since majority agreed and strongly agreed, this means that survival of hotels in

North Central Nigeria is dependent on the adoption of innovative approaches to personalize the guest experience such as; customized services, tailored recommendations, or unique packages among others.

As to whether using innovative communication methods to stay connected with guests before, during, and after their stay is always encouraged in our hotel, 0.8% and 7.9% disagreed and strongly disagreed, while 14.9% were neutral about the issue. 34.7% and 41.7% agreed and strongly agreed that whether using innovative communication methods to stay connected with guests before, during, and after their stay is always encouraged in our hotel. Since majority of the respondents replied positively, this entails that hotels that uses innovative communication methods to stay connected with guests before, during, and after their stay is always encouraged in our hotel will survive in the industry. To find out if hotels innovatively prepared for and responds to crises to ensure guest safety and satisfaction, 2.5% and 1.7% disagreed and strongly disagreed, while 15.3% were neutral and 24.4% and 56.2% agreed and strongly agreed that hotels innovatively prepared for and responds to crises to ensure guest safety and satisfaction based on the respondents replies.

To know if using innovative training methods to ensure that staff are equipped to deliver exceptional service and adapt to new trends is a standard in our hotel, 5.0% and 7.4% disagreed and strongly disagreed, while 0.8% were neutral and 22.3% agreed and 64.5% strongly agreed that using innovative training methods to ensure that staff are equipped to deliver exceptional service and adapt to new trends is a standard in our hotel. Since majority of respondents replied agreed and strongly agreed, this means that survival of hotels in the North Central Nigeria is influenced by using innovative training methods to ensure that staff are equipped to deliver exceptional service and adapt to new trends is a standard. To find out whether hotel uses innovative approaches to enhancing customer experiences, staying competitive, and meeting the ever-changing demands of travellers, 7.0% and 9.9% disagreed and strongly disagreed that while, 5.8% were neutral and 34.7% agreed reasonably and 42.6% strongly agreed and this proves that hotel uses innovative approaches to enhancing customer experiences, staying competitive, and meeting the ever-changing demands of travellers.

**Table 10: Responses on Survival of Hotels**

Questions	Responses					
	SD	D	N	A	SA	
Offering loyalty programs that encourages repeat visits from guests is always done in our hotel	22(9.1)	-		44(18.2)	110(45.1)	68(28.1)
My firm stay in touch with guests after their stay to maintain a relationship and encourage them to return	9(3.7)	8(3.3)		12(5.1)	120(49.6)	93(38.4)
Our hotel ensure that customer service is consistently excellent, fostering a sense of loyalty among guests	30(12.4)	-		16(6.6)	75(31.0)	121(50.0)
We in our hotel recognizes and rewards its most loyal customers beyond traditional loyalty program perks	4(1.7)	10(4.1)		75(31.0)	38(15.7)	115(47.5)
We build long-term relationships with guests by ensuring they return for future stays in our hotel	12(5.0)	3(1.2)		28(11.6)	103(42.6)	96(39.7)
My hotel encourages loyal customers to refer friends or family members	10(4.1)	10(4.1)		13(5.4)	53(21.9)	156(64.5)
Our pricing compare to competitors ensures that guests perceive value for money they spend in our hotel	68(28.1)	4(1.7)		4(1.7)	14(5.8)	152(62.8)
We use strategies to attract new customers, especially in a competitive market	30(12.4)	45(18.6)		33(13.6)	40(16.5)	94(38.8)
Our hotel usually stay ahead of industry trends to offer services and experiences than competitors	17(7.0)	28(11.6)		9(3.7)	53(21.9)	135(55.0)
Our hotel ensure that our customer service consistently exceeds that of competitors	68(28.1)	-		40(16.5)	16(6.6)	118(48.8)
Our hotel always leverage on our location to attract guests, especially in comparison to nearby competitors	12(5.0)	18(7.4)		10(4.1)	87(36.0)	115(47.5)
Our hotel use customer feedback to stay competitive and make continuous improvements	6(2.5)	35(14.5)		42(17.4)	32(13.2)	127(52.5)

**Source:** Filed Work (2024)

The result in Table 10 showed respondents' views on survival of hotels in North Central Nigeria. To know whether offering loyalty programs encourages repeat visits from guests is

adopted in the hotels, 9.1% replied strongly disagreed and 18.2% replied neutral, while 45.1% and 28.1% replied agreed and strongly agreed. Since the majority replied positively, this implies that offering loyalty programs encourages repeat visits from guests and this increases survival of hotels in the North Central Nigeria. To find out whether hotels stay in touch with guests after their stay to maintain a relationship and encourage them to return, 3.7% disagreed and 3.3% strongly disagreed, while 5.1% replied neutral, 49.6% and 38.4% replied agreed and strongly agreed. Since many respondents agreed to this, it their means that hotels that stays in touch with guests after their stay to maintain a relationship and encourage them to return hence counting improvement in their customer patronage.

To find out whether hotels ensure that customer service is consistently excellent, fostering a sense of loyalty among guests, 12.4% strongly disagreed and 6.6% were neutral, while 31.0% agreed and 50.0% strongly agreed. Most respondents replied that positively which implies that hotels ensure that customer service is consistently excellent, fostering a sense of loyalty among guests and this increases survival of hotels in North Central Nigeria. To know if hotels recognizes and rewards it's most loyal customers beyond traditional loyalty program perks, 1.7% strongly disagreed and 4.1% disagreed, while 31.0% were neutral and 15.7% reported agreed and 47.5% replied strongly disagreed. Since most of the respondents strongly agreed, it therefore means that hotels that recognizes and rewards it's most loyal customers beyond traditional loyalty program perks will therefore record improvement in their customer patronage that is tailored to survival of hotels in the industry.

To know whether building long-term relationships with guests by ensuring they return for future stays in our hotel, 5.0% strongly disagreed and 1.2% disagreed, while 11.6% were neutral and 42.6% agreed and 39.7% strongly disagreed. Since majority of the respondents agreed it shows that building long-term relationships with guests by ensuring they return for future stays in hotels which increases customer patronage in the industry. To find out whether hotels encourages loyal customers to refer friends or family members, 4.1% strongly disagreed and 4.1% disagreed, while 5.4% were neutral ad 21.9% agreed and 64.5% strongly agreed. Since over 64.0% strongly agreed, it proves that hotels encourages loyal customers to refer friends or family members which helps increases the level of customer patronage in the hotel industry.

To find out if our hotel pricing compare to competitors ensures that guests perceive value for money they spend in our hotel, 28.1% strongly disagreed and 1.7% disagreed, while 1.7% were neutral and 5.8% agreed and 62.8% strongly agreed with this question and this implies that most hotels pricing compare to competitors ensures that guests perceive value for money they spend in hotels. To know whether hotels uses strategies to attract new customers especially in a competitive market, 12.4% strongly disagreed and 18.6% replied disagreed, while 13.6% were neutral and 16.5% agreed and 38.8% strongly agreed. Based on the majority of the responses on strongly agreed that shows hotels uses strategies to attract new customers especially in a competitive market.

To know if hotels usually stay ahead of industry trends to offer services and experiences than competitors, 7.0% strongly disagreed and 11.6% disagreed, while 3.7% were neutral, and 21.9% agreed and 55.0% strongly agreed. Since 55.0 % of the respondents replied positively to this it shows that hotels usually stay ahead of industry trends to offer services and

experiences than competitors. To find out whether hotels ensures that our customer service consistently exceeds that of competitors, 28.1% strongly disagreed and 16.5% were neutral, while 6.6% replied agreed and 48.85% strongly agreed. Over 48% strongly agreed to this question and this implies that hotels ensures that our customer service consistently exceeds that of competitors in the hotel industry.

To know if hotels always leverage on their locations to attract guests, especially in comparison to nearby competitors, 5.0% strongly disagreed and 7.4% disagreed, while 4.1% replied neutral and 36.0% and 47.5% replied agreed and strongly agreed. Since 47.5% strongly agreed to this question and it shows that hotels always leverage on thier location to attract guests, especially in comparison to nearby competitors. To find out whether hotels use customer feedback to stay competitive and make continuous improvements, 2.5% strongly disagreed and 14.5% disagreed, while 17.4% were neutral and 13.2% agreed and 52.5% strongly agreed to this and it implies that most hotels use customer feedback to stay competitive and make continuous improvements.

#### 4.1.4 Descriptive Statistics

The descriptive measures used in this study included the mean, standard deviation, and tests of skewness and kurtosis.

**Table 11: Descriptive Statistics**

Variable	N	Minimum	Maximum	Mean	Std.
	Statistic			Statistic	Deviation
					Statistics
Risk Taking Propensity	242	1	6	4.12	.900
Resourcefulness	242	1	6	4.10	.887
Innovativeness	242	1	6	4.03	.840
Survival	242	1	12	4.11	.845

**Source:** Researcher's Computation from SPSS Output, 2024.

The descriptive statistics of the variables as provided in Table 11 indicates that survival is the response variable and other variables, proactiveness, risk taking propensity, resourcefulness and innovativeness are the predictor variables. The means and standard deviation scores for the variables were as follows: risk taking propensity (M=4.12, SD=0.900), resourcefulness (M=4.10, SD=0.887), innovativeness (M=4.13, SD=0.840) and survival (M=4.11, SD=0.845). The mean scores and standard deviation indicate the level of agreement of respondents with the questions.

#### 4.1.5 Diagnostic Tests

The relationship between the dependent and independent variables in research should satisfy the assumptions of multiple regression according to Garson (2012). In this regard, the study carried out diagnostic tests to test for compliance with the assumptions of multiple regression statistical techniques. The diagnostic tests carried out for this study were normality, linearity and multicollinearity.

### i. Normality Tests

Shapiro-Wilk's test was employed in the study to check for normalcy. According to Garson (2012), if the premise of normalcy is satisfied, Wilk's test shouldn't be important. Independent variables are considered to be regularly distributed when the significance threshold is  $P \geq 0.05$  (Malhotra and Dash, 2011). To ascertain if the independent variables are regularly distributed, the study employed a significance level of  $P = 0.05$ . If  $P$  was significant, the Shapiro-Wilk test's decision criterion was to reject the null hypothesis, which states that the observed scores do not differ significantly from a normal distribution. The results are presented in Table 12 overleaf

**Table 12: Results of Normality Test**

Variable	Kolmogorov-Smirnova		Shapiro-Wilk		Remarks
	Statistic	Sig.	Statistic	Sig.	
Risk taking propensity	.373	.200	.733	.901	Normal
Resourcefulness	.191	.104	.855	.100	Normal
Innovativeness	.364	.100	.718	.100	Normal
Survival	.293	.110	.766	.120	Normal

a. Lilliefors Significance Correction

**Source:** Researcher's Computation from SPSS Output, 2026.

According to the findings, the variables' Shapiro-Wilk-Statistics were survival.766, ( $P=0.120$ ), resourcefulness 0.845, ( $P=0.100$ ), innovativeness 0.718, ( $P=0.100$ ), and risk-taking propensity, 0.733, ( $P=0.901$ ). The  $P$ -value for each variable was higher than 0.05. Additionally, the variables' data were displayed on histograms, which revealed that, as table 12 illustrates, they followed a bell-shaped curve of the normal distribution pattern. As a result, the null hypothesis—that the data does not differ significantly from a normal distribution—was not rejected by the investigation.

#### 4.1.6 Regression Analysis

The findings of the regression analysis of the study's model are shown in this subsection. The degree to which the predictor variables—risk-taking propensity, resourcefulness, and innovativeness have an impact on the dependent variable (survival) is explained by the regression model. The model summary, analysis of variance, and coefficients tables display the outcome.

**Table 15: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.868 <sup>a</sup>	.646	.663	.546	1.859

c. Predictors: (Constant), Risk Taking Propensity, Resourcefulness, Innovativeness

d. Dependent Variable: Survival

**Source:** Researcher's Computation from SPSS Output, 2024.

The model employed in the study's regression analysis is shown in this subsection. The degree of influence that the predictor variables—risk-taking propensity, resourcefulness, and innovativeness—have on the dependent variable (survival) is explained by the regression model. In the model summary, analysis of variance, and coefficients tables, the outcome is displayed. The standard error of estimate of .546 indicates that the differences in hotel survival in North Central Nigeria can be explained by entrepreneurial resilience. Therefore, it was determined that elements related to entrepreneurial resilience are helpful indicators of the hotel industry's ability to survive. A number between 0 and 4 is always assumed by the Durbin Watson statistic. Autocorrelation is absent when the DW value is 2. A positive autocorrelation is indicated by a number less than 2, and a negative serial correlation is indicated by a value more than 2. Also, Durbin-Watson statistic was employed to determine the presence or absence of auto-association. The Durbin-Watson statistic for this model was calculated to be 1.859, which was a reasonable 2. This suggested that auto-correlation did not exist.

**Table 16: Analysis of Variance (ANOVA)**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	127.608	3	42.535	69.388	.000
Residual	145.338	237	.613		
Total	272.946	240			

c. Dependent Variable: Survival

e. Predictors: (Constant), Risk Taking Propensity, Resourcefulness, Innovativeness

**Source:** Researcher's Computation from SPSS Output, 2024.

The analysis of variance (ANOVA) results are shown in Table 16. To determine if a statistical model could be fitted to the data set from which the data were sampled, analysis of variance (ANOVA) was employed. At the 95% level of confidence, the ANOVA findings show a significant F statistic of 69.388 ( $p$ -value = 0.000 < 0.05). This shows how important the model is for forecasting the hotel industry's survival in North Central Nigeria. According to the findings, the model as a whole was statistically significant. Furthermore, the explanatory variable is a solid predictor of hotels' survival, according to the legitimate regression results. Thus, the investigation demonstrates the model's goodness of fit.



**Table 17: Regression Coefficient**

Model	Unstandardized Coefficient		Standardized Coefficient		
	B	Std. Error	Beta	t	Sig.
` (Constant)	.718	.181		3.653	.014
1 Risk-taking propensity	.231	.015	.233	3.902	.003
Resourcefulness	.525	.058	.502	9.109	.000
Innovativeness	.255	.048	.481	3.208	.001

b. Dependent Variable: Survival

Source: Researcher's Computation from SPSS Output, 2024.

Additionally, Table 17 showed that risk-taking propensity had a favorable and substantial impact on the hotel industry's survival in North Central Nigeria ( $\beta=0.233$ ,  $p=0.003$ ). According to the risk-taking propensity coefficient (0.231), the hotel industry in North Central Nigeria would have a 23.1% higher chance of surviving for every unit increase in the application of risk-taking propensity. The linked P-Value (0.003) is below than the 0.05 level of significance, indicating that the effect is statistically significant. A computed t-statistic of 3.902, which is greater than the required t-statistic of 1.96, provided support for this. Similarly, the result in Table 17, found a positive and significant effect of resourcefulness on survival of hotel industry in North Central Nigeria ( $\beta=0.502$ ,  $p=0.000$ ). The coefficient for resourcefulness (0.525), shows that a unit increase in resourcefulness would lead to a 52.5% unit increase in survival of hotel industry in North Central Nigeria. The effect is statistically significant because the associated P-Value (0.000), is less than 0.05 level of significance. This was supported by a calculated t-statistic of 9.109 which is larger than the critical t-statistic of 1.96. Additionally, Table 17's results showed that innovativeness had a favorable and significant impact on the hotel industry's survival in North Central Nigeria ( $\beta=0.481$ ,  $p=0.001$ ). According to the innovativeness coefficient (0.255), the hotel industry in North Central Nigeria would have a 25.5% higher chance of surviving for every unit increase in innovativeness implementation. Because the related P-Value (0.000) is below than the 0.05 level of significance, the effect is statistically significant. A computed t-statistic of 3.208, which is greater than the required t-statistic of 1.96, provided support for this.

## 4.2 Test of Hypotheses

The three hypotheses formulated in this study were tested in this section.

**H0<sub>1</sub>**. Risk-taking propensity has no significant effect on survival of hotel industry in North Central Nigeria.

The results in Table 17 showed that the standardized beta coefficient for risk-taking propensity was 0.233, a 3.902 t-statistic with a 0.003 matching value, which was used to examine the impact of risk-taking propensity on the survival of the hotel business in North Central Nigeria. Risk-taking propensity has a substantial impact on the survival of the hotel business in North Central Nigeria, as indicated by the p-value being less than 0.05 and the t statistic being more than 2 at the significance level of 0.05. The study found that risk-taking tendency significantly and favorably affects the survival of the hotel industry in North Central Nigeria, rejecting the null hypothesis.

**H0<sub>2</sub>.** Resourcefulness has no significant effect on survival of hotel industry in North Central Nigeria.

The results in Table 17 showed that the standardized beta coefficient for resourcefulness is 0.502, a 9.109 t-statistic with a 0.000 matching value, which was used to examine the impact of resourcefulness on the survival of the hotel business in North Central Nigeria. Resourcefulness has a substantial impact on the survival of the hotel business in North Central Nigeria, as indicated by the p-value being less than 0.05 and the t statistic being more than 2 at the significance level of 0.05. The study found that resourcefulness significantly and favorably affects the survival of the hotel business in North Central Nigeria, rejecting the null hypothesis.

**H0<sub>3</sub>.** Innovativeness has no significant effect on survival of hotel industry in North Central Nigeria.

The results in Table 17 demonstrated that the standardized beta coefficient for innovativeness is 0.481, a 3.208 t-statistic with a matching value of 0.001, in order to examine the impact of innovativeness on the survival of the hotel business in North Central Nigeria. Innovativeness has a major impact on the survival of the hotel business in North Central Nigeria, as evidenced by the p-value being less than 0.05 and the t statistic being more than 2 at the significance level of 0.05. The study found that innovativeness significantly and favorably affects the survival of the hotel business in North Central Nigeria, rejecting the null hypothesis.

### **4.3 Discussion of Findings**

The discussion of this study is tailored towards the research questions that were earlier stated in the study.

Heena and Bedi (2022), backed up the first hypothesis test's finding that there is a correlation between risk-taking inclination and four measures of an Indian firm's success. Once more, the results of the hypothesis test are consistent with those of Adim and Pio (2019), whose research found a significant correlation between the performance of women entrepreneurs in Rivers State, Nigeria, and their willingness to take entrepreneurial risks. They concluded that taking entrepreneurial risks improves the performance of women entrepreneurs in Rivers State, Nigeria, in terms of their ability to support their households and create jobs. The outcome of the second hypothesis test is consistent with Adim's (2023) findings, which indicate that entrepreneurial risk-taking has a considerable impact on the increase of SMEs' sales in Bayelsa State.

The second hypothesis's test supported Mike's (2021) claim that resourcefulness helps entrepreneurs move more quickly in all they do, which has compounding rewards over the lifetime of operating their enterprises. In a shorter amount of time, a resourceful entrepreneur can improve the same or better results than a less resourceful one. The study supports the idea put forth by Juan-Carlos and Guadalupe in Ibini et al. (2020) that an entrepreneurial endeavor's total strength lies in its resources. Being resourceful during difficult circumstances encourages the passionate integration of the abilities, skills, and resources needed for the business to operate efficiently, enhancing firm survival in terms of competitiveness and client patronage, among other things. The results of Tamunofiri and Chioma's (2023) study, which found a high positive link between entrepreneurial resourcefulness and the survival of

medium-sized enterprises in Rivers State, Nigeria, are comparable to the test of hypothesis two.

The results of the fourth hypothesis test were consistent with those of Bii et al. (2023), whose study found a strong correlation between star-rated hotels' performance and innovation. The findings suggest that star-rated hotels should reconsider their approaches to innovation and work harder to develop their capacity for innovation. Therefore, in light of the constantly shifting business climate, the star-rated hotels should creatively look for crucial contingencies that can ensure their excellent performance. This study's findings, which were based on a sample of 326 Portuguese hotels, are consistent with those of Costa (2018), which found that a high degree of innovativeness had a favorable influence on Portuguese hotels. Similarly, Nwangene et al. (2019), who studied innovations as performance drivers in the hospitality sector, discovered a favorable and noteworthy impact on the performance of hotels in Awaka, Anambra State, Nigeria. This outcome is consistent with the hypothesis test, which showed that innovation significantly and favorably affects the hotel industry's ability to survive in North Central Nigeria.

## **5.0 CONCLUSION AND RECOMMENDATIONS**

This section offers conclusions drawn from the main findings and offers recommendations that are in line with the particular goals of the investigation. It also offers ideas for additional research that is thought to be crucial for the expansion of this study.

### **5.1 Conclusion**

The study investigated the effect of entrepreneurial resilience on survival of hotel industry in North Central Nigeria. Entrepreneurial resilience has a significant and positive effect on survival of hotel industry in North Central Nigeria. Strategies for increasing the hotel industry's chances of surviving in North Central Nigeria include being proactive, having a risk-taking attitude, being resourceful, and being innovative. The outcome shows that entrepreneurial resilience improves the hotel industry's chances of surviving. Additionally, the study found that the survival of the hotel industry in North Central Nigeria is positively impacted by entrepreneurial resilience. This is because it shows that the proactiveness, risk-taking tendencies, resourcefulness, and innovativeness of entrepreneurs are truly resilient elements that help them overcome both internal and external business environment adversities and promote hotel survival. The availability and demeanor of these hotels' owners and managers, however, typically play a crucial role in either amplifying or diminishing its impact. Accordingly, the study came to the conclusion that entrepreneurial resilience is often accepted as an important and successful tactic that helps hotels deal with and overcome setbacks and get through unpredictable times in order to survive.

### **5.2 Recommendations**

Based on the findings of study, the following recommendations were made:

- i. Owners and managers of these hotels must be prepared to take calculated risks by fostering a culture that values creativity that leads to improved guest services, which can increase customer patronage of these hotels in the competitive business environment as a major recognition strategy. This is because the results indicate that a propensity for taking risks has a positive and significant effect on the survival of the hotel industry. In order to remain

resilient in the face of business obstacles, these hotels will benefit from this by being able to recognize and invest in new market prospects. This will encourage creative performance within these establishments, which will help them survive in the market.

- ii. Owners and managers of hotels should prioritize and apply resourcefulness in their establishments since it has a more beneficial and significant impact on the industry's survival. By directly or indirectly providing resources for improving their hotel operations, these hotels can better navigate challenges, increase operational efficiency, and ultimately increase their chances of survival and success in these competitive industries. This will enable them to withstand during times of peril.
- iii. The hotel industry's ability to survive is positively and significantly impacted by innovativeness. This implies that the owners and managers of these hotels should investigate its applicability in luring and enhancing their creative skills through operational flexibility. This can be achieved by concentrating on the needs of their customers and routinely reviewing their business plans to ensure that they are meeting the changing requirements, tastes, and preferences of their visitors in the face of intense competition and ongoing business, which increases their chances of surviving in the hotel sector.

#### **5.4 Limitations of the Study**

It is important to take into account a number of constraints when analyzing the impact of entrepreneurial resilience on the survival of the hotel business in North Central Nigeria. Among these restrictions are: Observing changes and trends over time is limited by the cross-sectional design of this study, which collects data at a particular point in time. The dynamic character of entrepreneurial resilience and how it changes in response to continuing opportunities and challenges may not be sufficiently captured by this design. Over a long period of time (2013–2023), the researcher keeps tabs on the same set of hotel enterprises. Researchers may track trends and shifts in entrepreneurial resilience using this method, as well as how these elements affect hotel survival over time. Because the study uses self-reported data from hotel managers or owners, it may contain biases including social desirability bias, in which participants give answers they think are anticipated rather than ones that really reflect their experiences or emotions. This can have an impact on the data's dependability and correctness. In order to lessen social desirability bias, the researcher was able to administer questionnaires in an anonymous manner. Respondents are more inclined to give truthful and accurate replies when they feel their answers cannot be linked to them.

#### **5.5 Suggestion for Further Studies**

Although this study sheds light on how entrepreneurial resilience affects the hotel industry's ability to survive in North Central Nigeria, there are still some unanswered questions that need to be answered by further research. This study is centered on North Central Nigeria and is based on comparative examination across regions. Future studies should examine how entrepreneurial resilience affects the hotel sector in other Nigerian or foreign locales. This would make it easier to determine whether regional variations in resilience and survival tactics are influenced differently by things like local government policies, cultural norms, or economic circumstances. A longer-term view of how entrepreneurial resilience impacts the hotel industry's long-term survival might be beneficial for longitudinal studies. In order to better understand how hotels adjust to different problems and shifts in the market, this may entail monitoring changes in resilience elements and their effects over a number of years. Although there are many other types of resilience, psychological resilience was the main focus of this

study. To learn more about how these many types support the survival and expansion of the hotel business, future studies should examine additional forms, such as financial, operational, and social resilience. It's also worthwhile to investigate the connection between the hotel industry's adoption of innovation and technology and entrepreneurial resiliency. Future studies could look into how resilient business owners use technology to get beyond obstacles and how this impacts their long-term viability.

### 5.6 Contribution to Knowledge

The study revealed that resourcefulness as a dimension of entrepreneurial resilience with a beta coefficient of 0.502, has the greatest effect on survival of hotel industry in North Central, Nigeria as against innovativeness, and risk-taking propensity with beta coefficient of 0.481, and 0.233 respectively. Further, the study revealed that risk taking propensity as a dimension of entrepreneurial resilience with a beta coefficient of 0.233 has the least effect on survival of hotel industry in North Central Nigeria as against resourcefulness and innovativeness with a beta coefficient of 0.481 and 0.256 respectively.

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