

# Business Resilience and Product Delivery: Perspective of Family-owned business in South-West, Nigeria

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The importance of product/service delivery to the market/customer cannot be overstated. However, family businesses have maintained steady decline in terms of operational loss in the form of revenue, market/customer patronage, product delivery, and competitiveness. As such, of what relevance is business resilience measures on product delivery. Cross-sectional research design was applied and data collected from 468 founders/owners of family business after establishing the validity and reliability of the questionnaire. The data were analysed by employing multiple regression analysis. The results showed that business resilience measures had positive and significant effect on product delivery of family business in South-West, Nigeria ( $\text{Adj.R}^2 = 0.019$ ;  $F(6,461) = 2.536$ ,  $p < 0.05$ ). The paper recommends for measures such as capacity and behavioural resilience to be strengthened for product delivery among family business.

**Keywords:** *Behavioural resilience Business resilience, Family business, Product delivery, Resilient capacity*

## Introduction

The socio-economic disruption occasioned by the COVID-19 pandemic yielded slow growth for businesses across the States in Nigeria. The country's households were particularly burdened by the pandemic as the need to survive become paramount. The inter and intra-State socio-economic lockdown further compounded the economic hardship as many factories considered none essential were not allowed to operate. Like many other businesses with non-essential status adduced to their products, family businesses had it worse during



government economic lockdown (Nigeria Center for Disease Control [NCDC], 2020). The attendant consequence of the COVID-19 pandemic rampaging effect resulted in adverse outcomes for many businesses, including family businesses (Nairametrics, 2020). The rising cost of operation, weak purchasing power occasioned by salary cut, Naira devaluation, heightened insecurity, and job loss weakened product delivery and posed sustainability challenge for family business.

Finding customers is another problem for local family-owned MSMEs. A report from sector analysts in 2019 suggests that the high consumer preference for imported goods (low customer satisfaction for local brands), creates a concern for family-owned MSMEs (PwC, 2020). When customers opt for foreign products as against locally made, it suggests that customers do not believe in the product quality offered by local MSMEs and this has resulted in low patronage for locally made products, and declining profitability for many MSMEs in Nigeria (Trading economics, 2019). This asks the question, of whether MSMEs possess the reasonable resilience capability to engage their customers to identify and co-create to produce new products that meet their needs and enhance product delivery and performance.

The resilience literature has experienced a significant boost on the back of global disruption to businesses by the COVID-19 pandemic. The multiplicity of these studies on resilience offers a pointer to the fact that research finding on resilience differs, likewise in the recommendation offered by scholars given contextual differences. For instance, Annarelli, Batistella, and Nonino, (2020) pointed out that studies should examine the effect of business resilience on family business quality of services in the developing economy. This recommendation align with the inconclusive nature of the resilience literature regarding its effect on service delivery. In the same vein, Ezinmma and Ifeanyi (2017) opined that further studies could look into determining the existing relationship between business resilient strategies adopted by the family business and how such strategies should impact service delivery. Also, Linnenluecke (2017) stated that past studies have failed to show sufficient evidence on how business resilience affects the service delivery of family businesses within a developing economy context. On the strength of limited studies and inconclusive evidence to substantiate the nexus between business resilience and product delivery particularly for family businesses in South-West State, Nigeria, this paper's hypothesis is thus stated as:

**H<sub>0</sub>: Business resilience measures have no significant effect on product delivery of family owned business in South-West States, Nigeria**



## Literature Review

Conceptual, theoretical and empirical perspectives on the dynamics between resilience measures on product delivery of family business were reviewed to broaden academic horizon.

### Business Resilience

Zeb-Obipi, Obiekwe, and Ateke (2019) defined business resilience as the ability to anticipate a perturbation, resist it by adapting, and recover by restoring the pre-perturbation state as much as possible to ensure the continuous and improve the performance of the firm. In the same vein, Legido-Quigley, Mateos-García, Campos, Gea-Sánchez, Muntaner, and McKee (2020) conceptually viewed business resilience as a continuously moving target, which contributes to performance during business-as-usual and crises which requires organizations to adapt and to be highly reliable and enables them to manage disruptive challenges.

Oparanma and Ulunma (2019) asserted that the numerous concepts that emerge from definitions of organizational resilience are synonyms to business resilience which include knowledge of the environment, level of preparation, the anticipation of perturbations, adaptation, and capacity to recover. Langley, Novack, Gibson, and Coyle (2020) contend that managers of resilient organizations should understand at the board level, the environment in which their organizations operate, and be aware of changes that may represent a risk to their people, facilities, activities, services, and supply chains. Managers need to understand the increasingly complex cultural, political, legal, regulatory, economic, technological, natural, and competitive context within which they operate and monitor key issues and trends that may impact the objectives of the organization and the perceptions and values of external stakeholders (Oparanma & Ulunma, 2019). To overcome the consequences of major incidents, business resilience will enable the organization to enhance its capabilities and ability to adapt to the environment.

### Product Delivery

Reim, Sjödin, and Parida (2021) defined product delivery as the degree to which a product/service provider competently and safely delivers products that are appropriate for the market/customer in an optimal time frame. Lee, Chen, and Trappey (2019) also defined product delivery as the process of getting the right products/services to the right customers at the right time. Product delivery does not only signify the arrival of ordered goods but encompasses so much more. This includes everything from delivery presentation and marketing, right down to the time and method of delivery. Customers will place great importance on all of these. Product delivery can be defined as any contact with the public administration during which customers – citizens, residents, or enterprises – seek or provide data, handle their affairs or fulfill their duties (Alemseged, 2019). These services should be delivered in an effective, predictable, reliable, and customer-friendly manner.



Product delivery is a business framework that supplies products and/or services from a provider to a client. It also includes the constant interaction between the two parties during the duration of the time in which the provider supplies the product and/or service and the customer purchases it (Nguyen, de-Leeuw, & Dullaert, 2018). Essentially, a product delivery company provides something to a customer they can't create on their own. That product/service could be anything from a task to technology or information and/or a physical product. Product delivery processes typically aim to provide the client with increased value by setting standards, policies, principles, and constraints to guide all aspects of their business and customer interactions (Uzir, Al Halbusi, Thurasamy, Hock, Aljaberi, Hasan, & Hamid, 2021). Sometimes service delivery may involve a third party or outsourced supplier besides the provider and the client. Similarly, product delivery is the process of providing products and/or services to customers or clients. It typically includes processes to design, develop, deploy, and operate products and/or services (Correa, Garzón, Brooker, Sakarkar, Carranza, Yunado, & Rincón, 2019; Ko, Cho, & Lee, 2018; Nguyen et al, 2018).

### **Business Resilience Measures on Product Delivery of family Business**

Morgan (2018) indicated that individual and organizational resilience could help organizations to develop resilience. Fisher, Maritz, and Lobo (2016) found that entrepreneurs exhibit high levels of resilience compared to the general population, and that resilience is a predictor of entrepreneurial success at the individual level. However, they find no significant relationship between individual resilience and business success. Bernard and Barbosa (2016) presented that resilience is a precursor of entrepreneurship that contribute to entrepreneurial acts. Doern (2016) also noted a tendency for prior experience of shocks in business owners to increase the likelihood of resilience in organizations Individual resilience works to increase the resilience of the organization itself (Korber & McNaughton, 2017).

Akgun and Keskin (2014) examined the effect of organisational resilient capacity on firm product innovativeness and performance. The study found that competence orientation and original/unscripted agility are positively related to firm product innovativeness. It is also found that with increasing levels of technological turbulence, original/unscripted agility, practical habits, and behavioral preparedness are positively associated with product innovativeness, whereas competency orientation is negatively related. Furthermore, the study found that product innovativeness mediates the relationship between resilient capacity and firm performance. Gray and Jones (2015) found that the introduction of an organizational development and learning program focusing on collaboration and coaching can impact positively the resilience of individual entrepreneurs. Bullough and Renko (2013) argue that an essential precondition for leader resilience is the individual's self-efficacy, or belief in their abilities to manage the effects of adversity.

Duchek (2019) suggested that three successive resilience stages (anticipation, coping, and adaptation) are important for organization service delivery. Vaelikangas and Romme (2013) showed that business resilience enables firms to “dynamically reinvent business models and

strategies as circumstances change. The results of Tonkin (2016) supported positive relationships between trait, employee, and organizational level resilience, providing support for the argument that a resilient organization consists of resilient employees. The results also highlighted the unique contribution employee resilience makes to employee attitudes and well-being. Employee resilience contributes to key performance drivers, including positive employee attitudes and behavior (Näswall, Kuntz, & Malinen, 2015). A small number of contemporary organizational researchers have begun focusing on employee wellbeing, deemed to be an outcome of resilience that leads to enhanced employee productivity (Page & Vella-Brodrick, 2013; Pipe, Buchda, Launder, Hudak, Hulvey, Karns & Pendergast, 2012). Investing in employee wellbeing initiatives may appeal as a modern approach to building organizational resilience in infancy (Meyers, Woerkom & Bakker, 2013; Robertson, Cooper, Sarkar, & Curran, 2015). Organizational resilience plays a central role in not only organizational survival, but also in the survival and functioning of the wider community in the face of adversity, by communities' dependence on organizational services (Lee, Vargo, & Seville, 2013).

Organizational resilience enables an organization to respond to various disturbances and threats, anticipate disruptions and learn from experience (Hollnagel, Nemeth, & Dekker, 2008), it is argued that organizational resilience is a contributor to an organization's competitive advantage (Parsons, 2010). Taking a top-down approach, it is suggested that leaders of resilient organizations empower employees to use their skills to solve problems and create a culture whereby employees understand the link between their work and the organization's resilience (Lee et al., 2013). It is argued that employee resilience contributes to key performance drivers, including positive employee attitudes and behaviors (Näswall et al., 2015). Additionally, employee resilience may be seen as a protective factor in employees' reactions to change in the workplace (Shin, Taylor & Seo, 2012).

### **Theoretical Framework**

The Dynamic Capability Theory was propounded by David Teece, Gary Pisano, and Amy Shuen (1997). Dynamic capabilities involve a process of creating new resources, renewals thereof, and alterations to the resources mix (Ambrosini & Bowman, 2009). Even though the RBV theory assumes that firms can be conceptualized as bundles of resources that are heterogeneously distributed and that the resource differences persist over time (Amit & Zott, 2001), it does not adequately explain how and why certain firms have a competitive advantage and better performance than others, in situations of rapid and unpredictable change (Eisenhardt & Martin, 2000). Despite its popularity and insightful theoretical foundation, the dynamic capabilities approach does not answer all questions of sustainable competitive advantage. Despite its growing popularity, the development of the dynamic capabilities theory has not gone unchallenged and received some criticism (Pospichil, Froehlich, Nodari, Schmidt, & Machado, 2020). The Theory, however, aligns with this study for its ability to look at both the internal and external environment of an organization in the strength of

competing strategically and controlling a sizable market share. In contrast to the main thrust of the resource-based view, the dynamic capability theory holds that management scholars needed a theory to explain how enterprises' responsiveness and innovativeness become timely, rapid, and flexible in dynamic markets (Teece, 2020). Based on a review and synthesis of the literature, a dynamic capability is the enterprise's potential to systematically solve problems formed by its propensity to sense opportunities and threats, make timely and market-oriented decisions, and change its resource base (Barreto, 2010; Annunziata, Pucci, Frey, & Zanni, 2018; Bledy, Ali, & Ibrahim, 2018).

### **Methodology**

This study approached the research design from the cross-sectional angle to obtain relevant information from people on their opinion and beliefs regarding the phenomenon under study at a point in time. This design is similar to the ones used by previous scholars such as Akgün and Keskin (2014) on organizational resilience capacity and firm product innovativeness and performance; and Annarelli et al. (2020) on, a framework to evaluate the effects of organizational resilience on service quality. The geographical location of the study was in South-West Nigeria because the zone (Lagos State, Ogun State, Ekiti State, Osun State, Oyo State, and Ondo State) has the largest number of family businesses in Nigeria (PwC, 2021).

The study utilized proportionate stratified sampling technique to ensure that the participants were properly represented based on the final status. The pilot study was first conducted by using 10% of the sample size with validity and the reliability test by applying content, criterion, and construct validity. These measures were taken to ensure that the research instrument measures what is it expected to and can be used for future predictions. A total of 493 copies of the questionnaire were administered to founders/owners of the family business from which 468 were correctly filled, returned, and considered adequate for the analysis required in this study. SPSS version 24 was used to analyze the inferential statistics. Multiple regression analysis was applied to test the formulated hypothesis after establishing that the data went through data processing. As earlier stated, business resilience measures were the independent variable, product/service delivery was used as the dependent variable while family business sustainability in South-West Nigeria served as the scope/geographical location. Therefore, the model was formulated for the research objective as stated below:

$$Y = f(X)$$

Where:

Y = Product/Service Delivery (P/SD)

X = Business Resilience Measures (BRM)

Where:  $x_1$  = Resilient Capacity (RC)

$x_2$  = Behavioural Resilience (BR)

$x_3$  = Business Agility (BA)



- x<sub>4</sub>= Socio-Ecological Resilience (SER)
- x<sub>5</sub>= Operational Resilience (OR)
- x<sub>6</sub>= Strategic Resilience (SR)

The functional relationship of the model is presented as:

$$\sum RC + BR + BA + SER + OR + SR = BRM \dots\dots\dots, \text{Hence}$$

$$P/SD = a_0 + \beta_1 RC_i + \beta_2 BR_i + \beta_3 BA_i + \beta_4 SER_i + \beta_5 OR_i + \beta_6 SR_i + \mu_i \dots\dots\dots \text{eq. i}$$

- Where:  $\beta_0$  = Constant term
- $\beta_1 - \beta_6$  = Coefficient of Business Resilience Measures
- $\mu$  = Error term (Stochastic variable).

The hypothesis for this work was developed and multiple regression analysis was utilized to test at 95% confidence interval. The study’s expectation is that a positive and significant effect will be observed between business resilience measures and product delivery. Further, the researchers for this work adhered strictly to research ethics which included anonymity, confidentiality, and secrecy were utilized in the data collection and entire research process. Since previous scholars were cited in this paper, the researchers ensured that all previous works used were acknowledged.

**Results and Findings of Analysis**

Business resilience measures have no significant effect on product delivery of family business in South-West, Nigeria constituted the assumption of this work. To test the hypothesis, multiple linear regression analysis was used. The independent variable was business resilience measures while the dependent variable was product delivery. In the analysis, data for business resilience measures were created by adding together responses of all the items under the various dimensions to generate independent scores for each dimension. For product delivery, responses of all items under the variable were added together to create index of product delivery. The results of the analysis and parameter estimates obtained are presented in Table 1.

**Table 1: Results of Business Resilience Measures on Product Delivery of Family Business in South-West, Nigeria**

Model	B	T	Sig.	ANOVA (Sig.)	R	Adjusted R <sup>2</sup>	F (6,461)
(Constant)	5.616E-16	0.000	1.000				
Resilient Capacity	0.270	2.564	0.011				
Behavioural Resilience	-0.393	-2.534	0.012				
Business Agility	-0.100	-0.675	0.500	0.020 <sup>b</sup>	0.179 <sup>a</sup>	0.019	2.536
Socio-Ecological Resilience	0.306	1.860	0.064				
Operational Resilience	-0.063	-0.423	0.672				
Strategic Resilience	0.094	0.697	0.486				

Predictors: (Constant), Strategic Resilience, Resilient Capacity, Business Agility, Operational Resilience, Behavioural Resilience, Socio-Ecological Resilience  
Dependent Variable: Product/Service Delivery

**Source:** Researcher's Field Survey, 2022

Information in Table 1 shows the multiple regression analysis results for the measures of business resilience on product delivery using family business in South-West Nigeria. On the strength of the overall results from multiple regression analysis, business resilience measures had positive and significant effect on product delivery of family business in South-West States, Nigeria (*adjusted R*<sup>2</sup> = 0.019, (*F* (6, 461) = 2.536, *p* = 0.020). Also, the individual measure results showed that resilient capacity ( $\beta = 0.270$ ,  $t = 2.564$ ,  $p < 0.05$ ) had a positive and significant effect on product delivery of family business, while behavioural resilience ( $\beta = -0.393$ ,  $t = -2.534$ ,  $p < 0.05$ ) had negative but significant effect on product delivery.

On the other hand, socio-ecological resilience ( $\beta = 0.306$ ,  $t = 1.860$ ,  $p > 0.05$ ) and strategic resilience ( $\beta = 0.094$ ,  $t = 0.697$ ,  $p > 0.05$ ) had positive but insignificant effect on product delivery of family business in South-West, Nigeria. While, business agility ( $\beta = -0.100$ ,  $t = -0.675$ ,  $p > 0.05$ ) and operational resilience ( $\beta = -0.063$ ,  $t = -0.423$ ,  $p > 0.05$ ) had negative and insignificant effect on product delivery of family business. The results of the analysis revealed that only two measures of business resilience (resilience capacity and behavioural resilience) used in this study had significant effect on product delivery of family business in South-West, Nigeria.

This implies that only resilience capacity and behavioural resilience are important factors in determining the level of product delivery among family business in South-West Nigeria. The coefficient of multiple determination *Adj. R*<sup>2</sup> = 0.019 indicates that about 1.9% changes that occurs in product delivery of family business in South-West, Nigeria is accounted for by the



measures of business resilience while the remaining 98.1% changes that occurs are accounted for by other variables not captured in the model for this paper. The established multiple regression model is thus expressed as:

$$P/SD = 5.616 + 0.270RC - 0.393BR - 0.100BA + 0.306SER + 0.063OPER + 0.094SR + u_i$$

-----Eqn ii (Predictive Model)

$$P/SD = 5.616 + 0.270RC - 0.393BR + u_i$$

-----Eqn ii (Prescriptive Model)

Where:

P/SD = Product/Service Delivery

RC = Resilient Capacity

BR = Behavioural Resilience

BA = Business Agility

SER = Socio-Ecological Resilience

OPER = Operational Resilience

SR = Strategic Resilience

The regression model shows that holding business resilience measures to a constant zero, product delivery would be 5.616 meaning that without business resilience measures (resilient capacity, behavioural resilience, business agility, socio-ecological resilience, operational resilience and strategic resilience), product delivery would still be positive among the family business in South-West, Nigeria. The results of the multiple linear regression analysis showed that from the predictive model only resilient capacity and behavioural resilience are significant and are prescribed for adequate attention by the family business in South-West, Nigeria. From the prescriptive model, it is observed that statistically, an improvement in resilient capacity and behavioural resilience will lead to one standard deviation change in product delivery by 0.270 and (-0.393) respectively. Also, the F-statistics ( $df = 6, 461$ ) = 2.536 at  $p = 0.020$  ( $p < 0.05$ ) indicates that the overall model is significant in predicting the effect of business resilience measures on product delivery which implies that business resilience measures are important determinants in the product delivery of family business in South-West, Nigeria. The result suggests that family business in South-West, Nigeria should pay more attention towards developing the measures of business resilience (particularly resilient capacity and behavioural resilience) to increase their product delivery. Therefore, the null hypothesis ( $H_0$ ) which states that business resilience measures have no significant effect on product delivery of family business in South-West, Nigeria was rejected.

### Discussion of Findings

The test of hypothesis for this paper revealed that business resilience measures had positive and significant effect on product delivery of family business in South-West, Nigeria. This finding has conceptual, empirical, and theoretical ramifications. From a conceptual standpoint, the definitions and clarifications of the study's ideas provide a useful conceptual perspective on the investigation. Conceptually, Zeb-Obipi et al. (2019) claimed that business

resilience involves the ability to anticipate a perturbation, to resist by adapting and to recover by restoring the pre-perturbation state as much as possible so as to ensure the continuous and improve the performance of the firm. In the same vein, Legido-Quigley et al. (2020) conceptually viewed business resilience as a continuously moving target, which contributes to performance during business-as-usual and crisis situations which requires organizations to adapt and to be highly reliable and enables them to manage disruptive challenges. Oparanma and Ulunma (2019) stressed that the numerous concepts that emerge from definitions of organizational resilience is synonyms to business resilience which include knowledge of the environment, level of preparation, anticipation of perturbations, adaptation, and capacity to recover.

Empirically, the findings from this study is in agreement with Morgan (2018) who indicated that individual and organisational resilience could help organisations to develop resilience. Fisher, Maritz and Lobo (2016) found that entrepreneurs exhibit high levels of resilience compared to the general population, and that resilience is a predictor for entrepreneurial success at the individual level. However, they found no significant relationship between individual resilience and business success. Bernard and Barbosa (2016) presented that resilience is a precursor of entrepreneurship that contribute to entrepreneurial acts. Doern (2016) also noted a tendency for prior experience of shocks in business owners to increase the likelihood of resilience organisations Individual's resilience works to increase the resilience of the organisation itself (Korber & McNaughton, 2017).

Supporting previous works based on the two measures of business resilience (resilient capacity, behavioural resilience) found to be significant in this paper, Akgun and Keskin (2014) found that competence orientation and original/unscripted agility are positively related to firm product innovativeness. It is also found that with increasing levels of technological turbulence, original/unscripted agility, practical habits and behavioural preparedness are positively associated with product innovativeness, whereas competency orientation is negatively related. Furthermore, the study found that product innovativeness mediates the relationship between resilient capacity and firm performance. Gray and Jones (2015) found that the introduction of an organisational development and learning programme focusing on collaboration and coaching can impact positively on the resilience of individual entrepreneurs. Further, Ducheck (2019) suggested that three successive resilience stages (anticipation, coping, and adaptation) are important for organisation service delivery. Vaelikangas and Romme (2013) showed that business resilience enables firms to dynamically reinvent business models and strategies as circumstances change.

The results of Tonkin (2016) supported positive relationships between trait, employee and organisational level resilience, providing support for the argument that a resilient organisation consists of resilient employees. The results also highlighted the unique contribution employee resilience makes to employee attitudes and wellbeing. Employee resilience contributes to key performance drivers, including positive employee attitudes and behavior for service



(Naswall, Kuntz, & Malinen, 2015). Theoretically, this research finding supports the Dynamic Capability Theory by Teece, Pisano and Shuen (1997). It summarily presents that, firms with greater dynamic capabilities will outperform firms with smaller dynamic capabilities thus enhancing service delivery. Based on the support of the dynamic capability theory to the effect of business resilience dimensions on product/service delivery, this study therefore rejected the null hypothesis ( $H_0$ ) which states that business resilience measures have no significant effect on service delivery of family business sustainability in South-West, Nigeria.

### **Conclusion and Recommendations**

The paper concludes that, based on the combine results, the measures of business resilience had a positive and significant effect on product delivery of family business in South-West Nigeria. However, from the individual measures only resilient capacity and behavioural resilience showed significant effect on product delivery of family business in South-West Nigeria. The paper thus recommends that business resilience measures of resilient capacity, behavioural resilience, should be enhanced while not neglecting improvement on other business resilience measures for a more enhanced product delivery. Further studies should be conducted in other sectors, geography, mixed method research design and applying different statistical tools to determine and expand academic frontier business resilience as catalyst for product delivery.



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