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Resource Leveraging and Organizational Resilience of Domestic Airline Operators

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ABSTRACT
This study focused on resource leveraging as a key to organizational resilience for the Nigeria domestic airline operators. Specifically, the study investigated the relationship between resource leveraging and organizational resilience of Nigeria domestic airline operators. This study used the probability sampling technique; the simple random sampling was used. Data was analyzed using descriptive and inferential statistic. Pearson product moment correlation served as the test statistic. At the secondary level, univariate analysis was used to analyze the research questions. The multiple regression was used to evaluate the combined impacts of all the predictors on criterion variables. All statistical analyses were performed relying on SPSS 22.0. The study revealed that resource leveraging is an important predictor of organizational resilience in Nigeria domestic Airlines as indicated by the extent to which the dimensions of entrepreneurial marketing paradigm relate to organizational resilience through its measures. The study recommends that domestic airline operators should be proactive by anticipating and reacting to foreseeable changes in the business environment, and embrace positive changes to strengthen their organizations' resilience.
Keywords: Resource leveraging, organizational resilience, domestic airline operators

INTRODUCTION
Today's business environment is turbulent, dynamic, and complicated, as businesses manage risk to stay resilient. The complexities of doing business need organisations to be resilient in order to survive and compete effectively in the hostile business climate (Akani, Wami & Ikeguru, 2020). Igbatayo and Igbinedion (2014) state that the profile of the domestic airline carriers in Nigeria has increased significantly over the last few decades, as air travel has been the most common mode of transportation between nations and increasingly inside countries, such as Nigeria.
The uncertain economic climate, according to Panama and Adeola (2020), compels domestic airline operators to use non-standard ways to company growth, necessitating the modification of conventional marketing strategies for enterprises with dispersed levels of resources. This unstable atmosphere stimulates the organization's vitality. Dynamism seems to have become a common occurrence in the evolution of organisations (Reddell, 2012; Ouedraogo & Boyer, 2016). Dynamism is robust vitality, continuous change, progression, or conduct. The dynamic nature of domestic airline operations has resulted in mishaps such as flight cancellations, jet crashes, man-hour losses, and boarding delays.

Improving domestic airline operations requires cooperation, partnership, and strategic alignment with other organisations delivering comparable services. They must think and behave entrepreneurially. They must relearn established concepts and replace them with inventive new ways of thinking and doing, such as the resource leveraging.

Resource leveraging which refers to the process of harnessing the untapped potential of underutilized resources and social capital for innovative and creative ways to achieve desired outcomes is an important contributor to domestic airline operators' success, enhancing their resilience as entrepreneurial marketers. Entrepreneurial marketers are able to leverage resources in a variety of ways, including identifying resources that others do not see, utilising others' resources for their own purposes, complementing resources to increase their value, using certain resources to find other resources, and extending resources to a much greater extent than others in the past. Over the last two decades, significant conceptual interests in entrepreneurship literature have accumulated (Morris, Schindehutte, &LaForge, 2002; Hisrich & Ramadani, 2017; Becherer, Helms, & McDonald, 2012). The volatile nature of the Nigerian domestic airline industry has made it imperative that marketing organizations exhibit resilience to survive.

According to Waribugo and Ikpe (2018), organizational resilience refers to the ability of a business entity to sustain its operations and thrive despite the obstacles it encounters in a complex, dynamic, and non-linear setting. Environmental variability is managed through a process of continuous reconstruction and productive adaptation as recorded by Horne and Orr (1998) and Hamel and Valikangas (2003). In the same vein, Absah and Harahap (2020), opined that effective management of challenging situations is crucial for the success of marketing organizations. For Lengnick-Hall, Beck, and Lengnick-Hall (2011), the ability of a marketing organisation to successfully assimilate, create context-specific reactions, and ultimately participate in transformative endeavours to take advantage of disruptive surprises that may otherwise pose a threat to the organization's survival is a critical skill. The primary determinant responsible for the ability of marketing-oriented firms to effectively navigate through periods of crisis is their direct focus on marketing which is heavily reliant on the development and execution of sound strategic plans.

Didia & Opara, (2017) therefore concluded that the above implies that organizations with high levels of resilience possess robust organizational structures that enable them to effectively navigate through planned and unplanned risks or situations. The concept of organizational resilience has been the subject of investigations across multiple disciplines, such as psychology, ecosystematics, engineering, and management, among others. Relevant literature includes works by Luthans et al (2006), Linnenluecke and Griffiths (2010), Riolli and Savicki (2003), Acquaah, Amoako-Gyampah, and Jayaram (2011), Hamel and Valikanas (2003), and Mallak (1998). Though the construct is considered to be multidimensional, it could be differentiated from other related constructs such as adaptability, agility, flexibility, improvisation, recovery, redundancy, and robustness. According to Xiao and Cao (2017), resilience pertains to the response of an organisation when faced with destruction, highlighting its capacity to recuperate and thrive amidst conditions of uncertainty, disruption, and crisis, as well as the capacity to react positively to ambiguous circumstances.

Unlike prior endeavours, the present investigation positions resource leveraging as a significant catalyst for organisational resilience. The present investigation assessed the efficacy of operational research (OR) through the utilisation of the following indicators: anticipatory capacity, resilience, organisational foresight, and organisational flexibility. The study utilised the works of Duru and Chijioke (2018), Waribugo and Godwin (2018), Suryaningtyas et al. (2019), and Absah and Harahap (2020) as indicators of organisational resilience. The concept of anticipatory ability pertains to the adept handling of unforeseen disruptions, ambiguity surrounding predictions, proficient decision-making, and prevention of failure (Wildavsky, 1988; Zamenopoulos & Alexiou, 2007). According to Van Oss and Van't Hek (2011), robustness refers to an organization's capacity to maintain its fundamental characteristics, processes, and structures in the face of evolving business environments. The domestic airlines in Nigeria exhibit a notable degree of stability despite the various challenges that exist within its marketing environment.

To effectively manage business risk and maintain competitive advantage, domestic airline operators must possess a certain level of anticipatory ability and robustness. This involves creative foresight to anticipate the changing shape of risk and detecting random events before they result in failure or harm. Scholars such as Kaplan and Norton (1996), Woods (2005), and Chu (2015) also emphasized the importance of these strategies for ensuring stability in the airline industry. The potential moderating effect of competitive aggressiveness on the interplay between resource leveraging and organisational resilience is worth considering. According to Lumpkin and Dess (1996), entrepreneurial orientation comprises several dimensions, including autonomy, innovativeness, marketing paradigm, competitive aggressiveness, and risk-taking ability.

The resource leveraging has been previously examined in literatures; however, there has been a lack of exploration regarding fundamental concepts such as its ontology, epistemology, methodology, and methods (Relman & Alharth, 2016). Prior researches similarly provided limited explanatory capacity for domestic airline operations in Nigeria, as evidenced by the works of Waribugo and Godwin (2018), Shobande and Akinbomi (2020), and Waribugo and Chiedu (2020). The studies that examined organisational resilience in a solitary context, include those conducted by Chu (2015), Waribugo and Godwin (2018), Duchek (2019), Ateke and Nadube (2017), and Harcourt and Ateke (2018).This study aims to investigate the correlation between resource leveraging as a key to organizational resilience for the Nigeria domestic airline operators.

Study Variables/Conceptual Framework

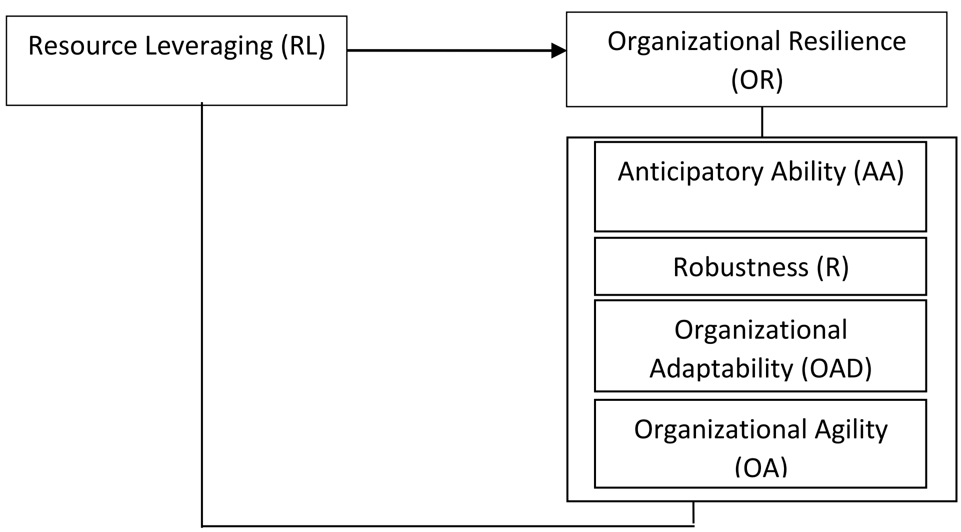

Figure 1.1: Conceptual framework of the relationship between resource leveraging and organisational resilience of Nigeria domestic airlines operations.

Source: Morris, Schindehutte, & LaForge, (2002) and Waribugo & Godwin, I. U. (2018).

LITERATURE REVIEW/THEORETICAL FOUNDATION

Resource- Based Theory

The framework of resource-based theory holds significant value in elucidating and forecasting the fundamental assumptions underpinning an organization's competitive advantage and overall performance. The objective of resource-based theory is to examine the performance disparities among organisations, which are attributed to their respective resources (Peteraf & Barney, 2003). Barney's (1991) theory posited two fundamental underlying assumptions which are that resources of organisations within an industry may vary and that these resources may not be entirely mobile across organisations, thereby leading to persistent differences in resources among organisations. The theory emphasised that the performance level of an organisations is contingent upon the availability of resources at their disposal. The focal point of the theory pertains to the strategies employed by organisations to uphold distinctive and enduring positions in the face of competitive surroundings (Hoopes, Madsen, & Walker, 2003).

The resource-based theory places significant emphasis on efficiency-based distinctions as opposed to other potential distinctions such as market power, collusion, or strategic behaviours, as noted by Peteraf and Barney (2003). The fundamental concept in the resource-based theory posits that organisations engage in competition with one another by leveraging their distinct resources and capabilities (Barney, 1991; Wernerfelt, 1984). Also, Peteraf and Bergen (2003) stated that an organisation can identify its competitors based on the similarity of their products, resources, capabilities, and substitutes. For Oliver (1997), the theory portends the process of selecting and accumulating resources by an organisation based on economic rationality, and is influenced by factors such as limited information, biases, prejudices, and causal ambiguity. Causal ambiguity refers to the lack of precise understanding regarding the specific manner in which a resource contributes to an organization's superior performance.

The resource-based theory implies that an organization's performance is contingent upon its unique resources and capabilities. The theoretical framework centres on variations in organisational performance, specifically those that exhibit resilience. According to Barney, (1991); Peteraf, (1993), earnings differentials, which are attributed to resources having varying levels of efficiency, are perceived as performance differences. The superior resources of an organisation facilitate the production of high-quality products and enhance customer satisfaction to a greater extent compared to the utilisation of inferior resources. An entity that exhibits resilience would possess a degree of organisational efficiency. Organisational efficiency refers to the advantageous outcome of an entity that incurs lower costs while generating greater value and net benefits in contrast to an inefficient organisation. The assessment of organisational efficiency is based on the net benefits, which refer to the residual benefits that an organisation derives after deducting its costs.

According to Peteraf and Barney (2003: 314), a competitive advantage is attained by an organisation when it can produce economic value that surpasses that of the marginal (breakeven) competitor in its product market. According to Helfat and Peteraf (2003), sustainable competitive advantages and disadvantages within an organisation can manifest either instantaneously, such as through an acquisition, or gradually over an extended period. The condition of resource heterogeneity, also known as uniqueness, is widely regarded as a prerequisite for a collection of resources to make a meaningful contribution towards achieving a competitive advantage. The assumption of resource heterogeneity suggests that certain firms possess distinctive resources that enable them to excel in specific activities, as noted by Peteraf and Barney (2003). The persistence of differences in resources across firms can be attributed to the challenge of resource trading, as per the resource immobility assumption. This, in turn, enables the continued existence of benefits derived from heterogeneous resources over a prolonged period (Barney & Hesterly, 2012).

However, the theory of resource-based view did not prioritise the examination of the dynamic or static nature of resources in its early stages. According to Kraaijenbrink, Spender, and Groen (2010), the theory of resource-based is characterised by its simplicity and intuitive appeal, making it easily comprehensible and teachable. Conversely, the theory has faced significant scrutiny due to its numerous shortcomings. According to Priem and Butler (2001), the theory does not possess any managerial implications. To

Conner (2002) and Miller (2003), the theory instructs managers to acquire resources, but does not provide guidance on the specific methods for doing so. The theoretical framework further postulates that managers possess complete authority over their resources or possess the ability to forecast the future value of resources. The dynamic capabilities theory was therefore formulated as a response to the limitations of the resource-based theory. The dynamic capabilities theory serves as a mediator between an organization's resources and the ever-changing business environment, with the aim of bridging any existing gaps.

The Concept of Resource Leveraging

Resource leveraging refers to optimizing the utilization of available resources. This entails exploring the potential of underutilised resources, social capital, and adopting innovative approaches to sharing, borrowing, and utilising resources in a different manner to achieve resource leverage (Berger & Kuckertz, 2017). According to Morris, Schindehutte, and LaForge (2002), the act of recognition pertains to identifying a resource that may not be apparent to others. Entrepreneurial marketers possess the ability to effectively utilise resources through various means, such as identifying resources that may not be apparent to others, utilising external resources to achieve their own objectives, supplementing resources with one another to enhance their overall value, utilising specific resources to locate additional resources, and maximising the utilisation of resources beyond what has been previously accomplished). The act of resource leveraging involves more than just efficiently utilising scarce resources; rather, it entails a dynamic and innovative process of synergy (Becherer et al.,2012).

The organisation, rather than being limited by resource constraints, formulates a novel marketing approach that enables it to acquire resources and accomplish more with fewer resources. The aviation industry faces a significant obstacle in the form of limited financial and personnel resources. The limited availability of resources necessitates a rigorous oversight of marketing expenditures, thereby limiting the scope and magnitude of marketing endeavors that a fledgling enterprise can undertake. Entrepreneurs have the option to mitigate this issue through the acquisition of supplementary resources or alternatively, by striving to optimise the utilisation of these limited resources. This paper discussed two types of marketing strategies and tactics. The first involves reducing the amount of resources required for specific marketing activities by leveraging external resources. The second type focused on implementing strategies and tactics that have significant impact on the marketplace while utilising minimal resources. Some of the approaches that could be employed to minimise the expenditure of resources for specific marketing endeavours are the adoption of the free-riding strategy and the formation of alliances with other entities. The subsequent set of discoveries centre on approaches and manoeuvres that necessitate minimal resources, but hold the potential to yield significant outcomes in the commercial sphere. To this end, Gruber (2004) suggested several strategies and tactics for marketing, such as the implementation of a niche strategy, a gradual and systematic approach to marketing activities, and the utilisation of low-cost guerrilla tactics.

At a fundamental level, the concept of leveraging entails achieving greater output with reduced input. It is imperative for marketers to cultivate the ability to effectively leverage resources. According to Morris et al. (2002), the capacity to identify an underutilised resource, envision its non-traditional application, or persuade the resource's controllers to grant access to the marketer necessitates acumen, expertise, and proficiency. Hills et al. (2008) have provided a definition for resource leveraging, which involves maximising the use of limited resources through stretching, innovative utilisation, merging, and acquisition of new resources from existing ones (Miles & Darroch, 2006; Gruber, 2004).

According to Armstrong (1992), individuals and groups within an organisation are highly regarded as valuable assets that play a significant role in attaining sustainable competitive advantage by contributing towards the achievement of organisational objectives. Corroborating this Hamel (2000), Prahalad and Hamel (1990) posited that resource limitations can result in increased entrepreneurial endeavours. Implying that the entrepreneur's perception may hold more significance than the availability of resources, as suggested by Wiklund and Shepherd (2005) and Schindehutte and Morris (2001). Conversely, Marketing organisations allocate resources towards cultivating favourable customer perceptions and fostering loyalty, and often neglect to consider the role of employees in this process (Ogonu & Akani, 2020). The authors contend that given the highly competitive environment in which marketing organisations operate, employees can play a crucial role in shaping customers' attitudes, beliefs, and emotions through their interactions and observations.

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The Concept of Organisational Resilience

Marketing organisations are susceptible to issues that can arise unexpectedly. These issues can occur at any time, without any specific schedule or timetable, catching the organisation off guard. The ability of marketing organisations to prosper during favourable circumstances is widely acknowledged, yet their true mettle is tested during challenging times (Kumar, Gawande, & Brar, 2021). Marketing organisations are responsible for managing these issues, but they are often inadequately contained. Organisational resilience is imperative for marketing organisations to effectively navigate the aforementioned issues and challenges. Duarte and Kok (2019), thus posit that organisational resilience refers to the ability of a marketing organisation to adapt and evolve in response to market growth, as well as effectively navigate through temporary setbacks, and proactively restructure itself to effectively respond to future challenges. The concept of resilience emerged as a significant topic in the realm of organisational behaviour during the early 1980s. According to Duru and Chijioke (2018), it was defined as the ability of a marketing enterprise to endure and recover from the effects of turbulence. Herein, is the propensity of the organisation to withstand and convalesce from the influence of perturbations

The notion of organisational resilience has garnered increasing interest owing to its impact on promoting the survival of organisations. This has been a focal point in the field of marketing. Kumar, Gawande, and Brar (2021) undertook a study on the characteristics of marketing resilience. Petak (2002) conducted research on resilience in the context of natural disasters such as earthquakes. Mallak (1998) explored the concept of resilience in the healthcare sector. Korber and McNaughton (2018) investigated the application of information systems. According to Kantur and Iseri-Say's (2015) research, organisational resilience refers to the ability of marketing organisations to adapt positively in the face of adverse conditions. For Wobodo, Asawo, and Asawo (2018), an organization's capacity to persist in the midst of challenging circumstances is determined by its competence and determination. According to Absah and Harahap (2020) and Duru and Chijioke (2018), research on resilience in adults experiencing stressful conditions has demonstrated that the ability to exhibit resilient behaviour allows individuals to effectively adapt to challenging circumstances.

Organisational resilience assists marketing organisations in identifying challenges that they may encounter, whether they are novel challenges or challenges posed by competitors. The resilience of a marketing organisation is contingent upon its ability to effectively deliver and promptly respond to the dynamic demands of its environment. The failure to uphold the vision, mission, and mandate of an organisation can result in a lack of resilience, as stated by Bernard and Barbosa (2016). Organisational resilience is a crucial concept for marketing organisations that operate in dynamic environments. It comprises three fundamental elements, namely the reconfiguration of organisational resources, the reshaping of organisational relationships, and the optimisation of organisational processes in response to a crisis. Ultimately, the organisation recovers and grow.

The citations of Baba and Nwuche (2021), Kim (2021) expounded that organisational resilience can manifest in either an active or passive form. According to Baba and Nwuche (2021), an active resilient marketing organisation is characterised by a proactive approach to developing the ability to effectively handle future challenges. In contrast, a passive resilient marketing organisation is demonstrated by the organization's ability to quickly return to normalcy after an incident without incurring significant loss, damage, or discontinuity. According to their argument, passive resilience denotes the capacity to recover from a crisis or unforeseen alteration. Marketing organisations are prone to encountering challenges from competitors, including rival organisations operating within the same industry. They also may face challenges stemming from both internal and external marketing environments.

According to Chen, Xie, and Liu (2021), organisational resilience refers to the capacity of a marketing organisation to effectively restructure its resources, streamline its processes, and modify its relationships during a crisis, with the aim of promptly recuperating from the crisis and leveraging it to attain growth that runs counter to prevailing trends. The concept of organisational resilience underscores the capacity of marketing entities to not only navigate through challenging circumstances, but also to foster expansion during times of crisis. Resilience can be defined as the ability to persist and persevere in the face of adversity, regardless of the circumstances. To Kerr, Hill, and Till (2018), consistency can be perceived as a characteristic that is present in any chosen course of action. For Bushe (2019), resilience is not solely attributed to the ability to endure and survive, but also to possessing the capacity to withstand various forms of pressure. Therefore, marketing organisations that demonstrate resilience possess robust drive and consistently take proactive measures to adapt their operations to changing circumstances, (Burnard, Bhamra, and Tsinopoulos 2018).

Drawing from the preceding discussion, the notion of organisational resilience can be characterised as possessing a situational awareness, adaptive capacities, and responsiveness to vulnerabilities. Undoubtedly, resilient organisations are those that persist over an extended period during their expansion (Kerr, Hill & Till, 2017). The concept of resilience was introduced in the organisational context by Staw, Sandelands, and Dutton (1981) and Meyer (1983), who applied Campbell's (1969) theory of variation and selection retention in evolution to elucidate how organisations respond to external challenges. Subsequently, the term 'resilience' has been employed in the context of organisations to denote the innate attributes of those entities that possess the capacity to react with greater alacrity, recuperate more expeditiously, or devise more unconventional approaches to conducting their operations in the face of disruptions than their counterparts (Harcourt, Kayii & Ikegwuru, 2020;Vogus & Sutcliffe, 2007). The concept of resilience pertains to the enhancement of the ability of both physical and human systems to effectively react to and recuperate from occurrences of an extraordinary nature.

According to Waribugo and Ikpe (2018), organisational resilience refers to the ability of a marketing entity to persist and prosper despite encountering obstacles in a complex, ever-changing, and unpredictable environment. This pertains to the ability of a marketing entity to sustain its operations despite encountered obstacles. The concept of organisational resilience pertains to marketing organisations and institutions that oversee the tangible elements of their systems (Tierney & Bruneau, 2007). According to various scholars such as Horne and Orr (1998), Hamel and Valikangas (2003), and McDonald (2006), organisational resilience refers to a continuous process of reconstruction, productive adaptation, and management of environmental variability. According to Lengnick-Hall and Beck (2005), organisational resilience refers to a combination of marketing-related factors that are formulated and implemented to respond efficiently to evolving marketing situations.

Measures of Organizational Resilience

Scholars have utilised diverse indicators to assess organisational resilience across various contexts. Also, Suryaningtyas, Sudiro, TroenaEka, and Irawanto-Dodi (2019) discussed eight distinct measures of resilience, including self-assurance, personal vision, flexibility and robustness, organisation, problem-solving abilities, interpersonal competence, social connectedness, and pro-activeness. In his study, McManus (2008) employed the concepts of situation awareness, keystone vulnerabilities, and robust capacity.

The conceptualization of organisational resilience by McManus (2008) included dimensions such as situation awareness, management of keystone vulnerabilities, and adaptive capacity. Waribugo and Godwin (2018) conducted a study to assess the level of organisational resilience by examining its anticipatory ability, robustness, adaptability, and agility. This study adapted the measures of Waribugo and Godwin (2018) anticipatory ability, robustness, adaptability, and agility as measures for this study.

Anticipatory Ability

The concept of anticipation is a crucial component of organisational resilience, as it pertains to the proactive measures taken to mitigate potential disruptions. According to Suryaningtyas, Sudiro, TroenaEka, and Irawanto-Dodi (2019), the term pertains to the capacity to identify significant changes occurring within the marketing entity or its surroundings and to respond to them in a proactive manner. Resilient organisations, despite their robustness, are not impervious to all forms of failure or crisis. It is common for crises to manifest without prior warning. Nevertheless, certain entities possess greater capacity to discern unforeseen circumstances in a more expeditious manner than others, and are capable of promptly responding to them, while others adopt a more passive approach. According to Duarte and Kok's (2019), it is imperative for systems to possess anticipatory capabilities to prevent or mitigate potential adverse outcomes. The capacity to anticipate and proactively respond to unexpected events and uncertainty is a critical aspect of organisational resilience in marketing management. This involves utilising forecasting techniques and making informed decisions both internally and externally to prevent organisational collapse (Wobodo & Oparanma, 2019).

Marketing organisations rely on both historical data and the potential for future events in the business environment when engaging in anticipatory actions. According to Duarte and Kok (2019), organisations utilise techniques such as monitoring, scanning, knowledge acquisition and simulating to predict future events and identify abrupt changes in business conditions, and subsequently take proactive measures. Organisations that possess a high degree of anticipatory capability in their marketing function are capable of effectively managing business risk by proactively anticipating changes in risk patterns and identifying random events prior to their occurrence, thereby mitigating the potential for failure and harm (Korber & McNaughton, 2018). In addition, the capacity to anticipate enables marketing entities to recognise and distinguish nascent prospects with the aim of attaining a competitive advantage (Hacioglu, Erenb, Erene & Celikkand, 2012). Although the concept of anticipatory ability has garnered significant attention within the realm of entrepreneurship, their level of control is restricted and crucial actions, modifications, and determinations necessitate immediate implementation, (McCarthy, Mark and Micheal, 2017). It is therefore imperative for organisations to cultivate coping mechanisms.

Robustness

Robustness refers to the ability of a system to exhibit varying behaviour in response to unexpected conditions in the environment or internal disruptions within the system's organisation. According to Pavard, Dugdale, Saoud, Darcy, and Salembier (2007),... In the realm of marketing, robustness refers to the organization's ability to maintain its prepared capacities even in atypical circumstances. The concept of robustness pertains to the ability of organisations to maintain steadfastness in the face of uncertainty. Currently, marketing organisations are facing the challenge of sustaining and strengthening their resilience in the midst of technological advancements, as well as precariousness and uncertainty. Therefore, it is imperative to comprehend the strategies that marketing organisations can employ to sustain fundamental operations amidst unpredictable circumstances to attain organisational resilience.

Duarte and Kok (2019) posit that robustness refers to the ability to transform the challenges inherent in the business operating environment into opportunities for growth and success. The term "robustness" has its etymological roots in the Latin word "robustness," which connotes physical strength and resilience. Robustness is a term commonly employed in statistical analysis to describe techniques that remain unaffected by minor deviations from model assumptions, as noted by Maronna et al. (2006). In recent times, this concept has gained significance in the study of how various objects respond to perturbations. According to Taguchi & Clausing (990), the concept of optimising manufacturing design and reducing sensitivity to uncontrollable variations was introduced by industrialists and engineers during the early 1950s, aimed at enhancing the production process of various devices. However, the interpretation of the concept of robustness is subject to variations across diverse fields of marketing management.

The enhancement of the marketing paradigm through robustness is a critical precursor to the strategic advancement of marketing organisations. According to the World Bank (2018), the concept of marketing resilience primarily pertains to the capacity to reduce the fluctuations of particular marketing management outcomes in the face of explicitly identified disruptions. The concept of robustness surpasses stability by providing a more precise depiction of the interactions between the marketing paradigm and the resilient conditions of the marketing organisation. The concept of robustness appears to provide a more comprehensive integration of the biological and technical aspects within the marketing paradigm. Nonetheless, the marketing paradigm often fails to account for the social dimensions.

Organizational Adaptability

The conventional business environment is typified by intricacies, fluidity, uncertainty, and inherent non-linearity. The inherent risks associated with managing a business can often lead to discomfort due to the complexities and uncertainties involved. The crucial aspect to consider is the ability of businesses to adjust to these unpredictable circumstances. Undoubtedly, the aviation industry holds significant importance due to its interconnectivity on a global scale. Additionally, environmental factors such as climate change, advancements in technology, cultural influences, and various systems and individuals also play a crucial role. According to Shahzad, Zia, Haris-Aslam, Syed, & Bajwa (2013), the significance of adaptability in business and marketing organisations has been increasingly recognized.

The ability to adapt quickly to unpredictable and unreliable environments is crucial for marketing organisations to effectively engage with diverse entities. Adaptability pertains to the capacity to discern noteworthy advancements in both the internal and external environments of the organisation and respond. Adaptability also refers to the strategic placement of essential personnel in overseeing and enhancing the overall health of marketing organisations. For Olorunfunmi and Kayii (2016) and Gîrneaţă's (2014), adaptability refers to a strategic process that involves designing and implementing proactive measures for the future. This process enables organisations to establish values that foster positive relationships with both employees and customers. The organisation should not be excessively concerned with the plans of competitors but should rather carve out its unique path. Additionally, the organisation should work efficiently and effectively, minimise waste, encourage risk-taking, learn from failures, maintain transparency with internal and external communities, garner support from stakeholders, and empower employees to grow, collaborate, innovate, understand, and experiment with growth.

Organisational adaptability refers to the establishment of priorities within an organisation in response to a constantly evolving business environment. The priorities in question may be either intentional or unplanned modifications, which facilitate the consolidation of marketing-oriented alterations and augment the structure of marketing entities. The ability of an organisation to adapt to a changing situation is considered an effective response. The efficacy of a response can be delineated by the approach of organisations with a heightened level of adaptability towards individual or collective organisational agility.

Organizational Agility

Generally, marketing organisations are required to make prompt decisions, adapt quickly to changing circumstances, and determine optimal market entry and exit strategies while addressing emerging environmental concerns, evolving customer preferences, escalating aviation fuel costs, inflationary pressures, and pervasive security risks who necessitates that marketing organisations should uphold agility. Agility pertains to the nimbleness of a marketing entity in promptly amassing, and administering its knowledge, personnel, and marketing proficiencies via a purposeful, efficacious, and synchronised marketing conduit in reaction to evolving customer requisites with the objective of mitigating escalating unparalleled transformations.

Goldman et al. (1995) refer to agility as the ability of a marketing organisation to promptly respond to fluctuations in an unpredictable business environment by providing value to customers, embracing change, prioritising human expertise and competencies, and fostering both physical and virtual collaborations. D'Aveni (1999), marketing firms that possess the ability to be agile are able to sustain a strategic advantage. Bahrami (1992) and Conboy (2009), agility refers to an organization's ability to swiftly respond to changes, manage risks, and capitalise on new opportunities by generating diverse options. Sharifi and Zhang's (2001), argued that agility can be considered as a strategic approach to mitigate risk and counteract the adverse impact of change. According to Tallon and Pinsonneault (2011), agility refers to the deliberate and systematic differentiation in an organization's productivity, structures, or processes, which are recognised, planned, and implemented as a strategic approach to attain competitive advancement.

According to Žitkienė and Deksnys (2018), organisational agility refers to the capacity of an organisation to identify unforeseen alterations its surroundings and respond suitably in a prompt and effective manner. This is achieved by making use of and restructuring internal resources, thereby attaining a competitive edge. According to Conboy (2009), the inclusion of speed of change as a factor sets apart the characterization of sense-response pairs from other related concepts like strategic flexibility, and consequently, mindfulness and resilience. This distinction is based on the recognition of the significance of both the magnitude and speed of change in the analysis of sense-response pairs.

Agile organisations possess the ability to promptly and efficiently adapt to a fluctuating and dynamic environment without relying on predetermined or pre-planned adaptation strategies. Organisational agility represents the highest degree of adaptability, as organisations can enhance their ability to adapt by fostering agility. This enables the organisation to expeditiously reorganize and rsume normal high performance levels. According to Tallon and Pinsonneault (2011), agile organisations possess a diverse range of options for responding to the market. Thus, organisational agility provides organisations with the ability to respond to change and engage in other measures that mitigate risk and uncertainty.

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Resource Leverage and Organisational Resilience

According to Morris et al. (2002), resource leveraging entails the capacity to identify a resource that is not being fully utilised, envision alternative ways in which the resource could be employed, or persuade the individuals who have authority over the resource to grant permission for its use. This process necessitates a combination of expertise, practical knowledge, and proficiency. According to Ramos (2016), EM organisations demonstrate exceptional proficiency in effectively utilising their available resources, which may encompass networks, plant and equipment, business partners, or other company assets. According to Morris et al. (2004), the capacity to identify an underutilised resource, envision alternative uses for it, or persuade those in charge of the resource to grant access to the marketer necessitates perspicacity, proficiency, and expertise. The research on resource leverage can be classified into two distinct groups, namely, the strategies and tactics employed to minimise the expenditure of resources for specific marketing activities (relying on external sources to bear the costs). According to Panama and Adeola (2020), there exist certain strategies and tactics that can yield significant outcomes in the marketplace despite requiring minimal resources. These they claim encompass the adoption of the free-riding approach and the establishment of partnerships with other entities. The subsequent set of discoveries centres on approaches and manoeuvres that necessitate minimal resources but hold the potential to yield significant outcomes in the commercial sphere.

Floetgen, Strauss, Weking Hein, UrmetzerBohm, and Kremor (2021) conducted a study on the implementation of platform ecosystem resilience in response to the COVID-19 pandemic, focusing on the utilisation of mobility platforms and their associated ecosystems to adapt to the new normal. The research employed a case survey methodology to examine a total of 171 mobility platforms and identified five distinct archetypes that illustrate how these platforms utilise their platform-based characteristics and ecosystem to establish resilience. The study conducted by Pal and Maltila (2014), employing an exploratory research design, investigated the factors that lead to organisational resilience, with a particular focus on the impact of economic factors on small and medium-sized enterprises (SMEs). The research revealed that economic challenges have posed significant obstacles for SMEs, resulting in disruptions to their operations. The study also highlighted that SMEs have been able to leverage their resources to overcome these challenges and demonstrate resilience.

METHODOLOGY

This investigation employed a positivist approach to research. The research design utilised a cross-sectional survey, specifically an explanatory type with a correlation investigation. The study's population comprised of fourteen (14) domestic airlines operators in Nigeria, as officially listed by the Nigeria Civil Aviation Authority (NCAA, 2022). The study conducted was a census research. This study adopted the positivist research paradigm as positivist strives to understand the social world like the natural world. The data was obtained via primary sources by administering a questionnaire. Following a pilot study to assess validity and reliability, the instrument was determined to be both valid and reliable. The generated data were analysed with descriptive and inferential statistics Pearson Product Moment Correlation was used to test the hypotheses at the secondary level of analyses, univariant analysis was used to respond to research questions using the Statistical Package for Social Sciences (SPSS), version22.0

RESULTS

Table 1: Pearson Correlation Analysis of the relationship between Resource Leverage and Anticipatory Ability

		Resource Leveraging	Anticipatory Ability
Resource Leveraging	Pearson Correlation	1	.557**
	Sig. (2-tailed)		.000
	N	46	46
Anticipatory Ability	Pearson Correlation	.557**	1
	Sig. (2-tailed)	.000	
	N	46	46

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

Source: SPSS output from field data, 2022.

As indicated from results of the Pearson Correlation Analysis in Table 1 with respect to the relationship between resource leverage and anticipatory ability, the analysis revealed that there is a moderate, positive and statistically significant relationship between the variables under review. This relationship is evident in the correlation coefficient and the probability value of the analysis. Specifically indicated by the analysis is that, the relationship between the variables is significant at ($r = 0.557$, $N = 46$, $p = 0.000 < 0.05$). Based on these results, the researcher rejected the null hypothesis which states that resource leverage does not significantly relate with anticipatory ability of Nigeria's Domestic Airline Operators. Therefore, the alternate hypothesis was accepted.

Table 2: Pearson Correlation Analysis of the relationship between Resource Leverage and Robustness

		Resource Leveraging	Robustness
Resource Leveraging	Pearson Correlation	1	.699**
	Sig. (2-tailed)		.000
	N	46	46
Robustness	Pearson Correlation	.699**	1
	Sig. (2-tailed)	.000	
	N	46	46

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

Source: SPSS output from field data, 2022.

As indicated from results of the Pearson Correlation Analysis in Table 2 with respect to the relationship between resource leverage and robustness, the analysis revealed that there is a strong, positive and statistically significant relationship between the variables under review. This relationship is evident in the correlation coefficient and the probability value of the analysis. Specifically indicated by the analysis is that, the relationship between the variables is significant at ($r = 0.699$, $N = 46$, $p = 0.000 < 0.05$). Based on these results, the researcher rejected the null hypothesis which states that resource leverage does not significantly relate with robustness of Nigeria's Domestic Airline Operators. Therefore, the alternate hypothesis was accepted.

Table 3: Pearson Correlation Analysis of the relationship between Resource Leverage and Organizational Adaptability

		Resource Leveraging	Organizational Adaptability
Resource Leveraging	Pearson Correlation	1	.622**
	Sig. (2-tailed)		.000
	N	46	46
Organizational Adaptability	Pearson Correlation	.622**	1
	Sig. (2-tailed)	.000	
	N	46	46

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

Source: SPSS output from field data, 2022.

As indicated from results of the Pearson Correlation Analysis in Table 3 with respect to the relationship between resource leverage and organizational adaptability, the analysis revealed that there is a strong, positive and statistically significant relationship between the variables under review. This relationship is evident in the correlation coefficient and the probability value of the analysis. Specifically indicated by the analysis is that, the relationship between the variables is significant at ($r = 0.622$, $N = 46$, $p = 0.000 < 0.05$). Based on these results, the researcher rejected the null hypothesis which states that resource leverage does not significantly relate with organizational adaptability of Nigeria's Domestic Airline Operators. Therefore, the alternate hypothesis was accepted.

Table 4: Pearson Correlation Analysis of the relationship between Resource Leverage and Organizational Agility

		Resource Leveraging	Organizational Agility
Resource Leveraging	Pearson Correlation	1	.398**
	Sig. (2-tailed)		.006
	N	46	46
Organizational Agility	Pearson Correlation	.398**	1
	Sig. (2-tailed)	.006	
	N	46	46

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

Source: SPSS output from field data, 2022.

As indicated from results of the Pearson Correlation Analysis in Table 4.34 with respect to the relationship between resource leverage and organizational agility, the analysis revealed that there is a weak, positive and statistically significant relationship between the variables under review. This relationship is evident in the correlation coefficient and the probability value of the analysis. Specifically indicated by the analysis is that, the relationship between the variables is significant at ($r = 0.398$, $N = 46$, $p = 0.000 < 0.05$). Based on these results, the researcher rejected the null hypothesis which states that resource leverage does not significantly relate with organizational agility of Nigeria's Domestic Airline Operators. Therefore, the alternate hypothesis was accepted.

DISCUSSION OF FINDINGS

As indicated from results of the Pearson Correlation Analysis in Table 1 with respect to the relationship between resource leverage and anticipatory ability, the analysis revealed that there is a moderate, positive and statistically significant relationship between the variables under review. This relationship is evident in the correlation coefficient and the probability value of the analysis. Specifically indicated by the analysis is that, the relationship between the variables is significant at ($r = 0.557$, $N = 46$, $p = 0.000 < 0.05$). Based on these results, the researcher rejected the null hypothesis which states that resource leverage does not significantly relate with anticipatory ability of Nigeria's Domestic Airlines Operators. Therefore, the alternate hypothesis was accepted. From results of the Pearson correlation analysis with respect to the relationship between resource leveraging and anticipatory ability, it was revealed that there is a moderate, positive and statistically significant relationship between the variables. This relationship was evident in the correlation coefficient and the probability value of the result. Based on these results, the researcher rejected the null hypothesis and accepted the alternate hypothesis regarding the relationship between resource leverage and anticipatory ability of Nigeria's Domestic Airline Operators.

As indicated from results of the Pearson Correlation Analysis in Table 2 with respect to the relationship between resource leverage and robustness, the analysis revealed that there is a strong, positive and statistically significant relationship between the variables under review. This relationship is evident in the correlation coefficient and the probability value of the analysis. Specifically indicated by the analysis is that, the relationship between the variables is significant at ($r = 0.699$, $N = 46$, $p = 0.000 < 0.05$). Based on these results, the researcher rejected the null hypothesis which states that resource leverage does not significantly relate with robustness of Nigeria's Domestic Airlines Operators. Therefore, the alternate hypothesis was accepted. From results of the Pearson correlation analysis with respect to the relationship between resource leveraging and robustness, it was revealed that there is a strong, positive and statistically significant relationship between the variables. This relationship was evident in the correlation coefficient and the probability value of the result. Based on these results, the researcher rejected the null hypothesis and accepted the alternate hypothesis regarding the relationship between resource leverage and robustness of Nigeria's Domestic Airline Operators.

As indicated from results of the Pearson Correlation Analysis in Table 3 with respect to the relationship between resource leverage and organizational adaptability, the analysis revealed that there is a strong, positive and statistically significant relationship between the variables under review. This relationship is evident in the correlation coefficient and the probability value of the analysis. Specifically indicated by the analysis is that, the relationship between the variables is significant at ($r = 0.622$, $N = 46$, $p = 0.000 < 0.05$). Based on these results, the researcher rejected the null hypothesis which states that resource leverage does not significantly relate with organizational adaptability of Nigeria's Domestic Airline Operators. Therefore, the alternate hypothesis was accepted. From results of the Pearson correlation analysis with respect to the relationship between resource leveraging and organisational adaptability, it was revealed that there is a strong, positive and statistically significant relationship between the variables. This relationship was evident in the correlation coefficient and the probability value of the result. Based on these results, the researcher rejected the null hypothesis and accepted the alternate hypothesis regarding the relationship between resource leverage and organisational adaptability of Nigeria's Domestic Airline Operators.

As indicated from results of the Pearson Correlation Analysis in Table 4 with respect to the relationship between resource leverage and organizational agility, the analysis revealed that there is a weak, positive and statistically significant relationship between the variables under review. This relationship is evident in the correlation coefficient and the probability value of the analysis. Specifically indicated by the analysis is that, the relationship between the variables is significant at ($r = 0.398$, $N = 46$, $p = 0.000 < 0.05$). Based on these results, the researcher rejected the null hypothesis which states that resource leverage does not significantly relate with organizational agility of Nigeria's Domestic Airline Operators. Therefore, the alternate hypothesis was accepted. From results of the Pearson correlation analysis with respect to the relationship between resource leveraging and organisational agility, it was revealed that there is a weak, positive and statistically significant relationship between the variables. This relationship was evident in the correlation coefficient and the probability value of the result. Based on these results, the researcher rejected the null hypothesis and accepted the alternate hypothesis regarding the relationship between resource leverage and organisational agility of Nigeria's Domestic Airline Operators.

These findings are consistent with findings of previous studies. For example, Floetgen, Straus, Weking, Hein, Urmetzer, Bohm and Kremu (2021), investigated the introduction of platform ecosystem resilience; leveraging mobility platforms and their ecosystems for the new normal during Covid-19. The study revealed that five archetypes of how mobility platforms leverage their platform based nature and the ecosystem to build resilience. Pal and Maltila (2014) examined the antecedents of organisational resilience, particularly how economic reasons have created challenges for SMEs and contributed to disruptions and leveraging their resources and being resilient. The study revealed how responding firms resourcefulness, with dynamic competitiveness key enable resilience. From the findings of this study, and those of other researchers reviewed above, it was asserted that resource leveraging is significantly related to organisational resilience in Nigeria's domestic airline operators.

CONCLUSION

From the findings of this study, this study concluded that, resource leveraging relates with organisational resilience of Nigeria's domestic airline operators.

RECOMMENDATIONS

In view of the conclusion drawn from findings of the study, it was recommended that Nigeria's Domestic Airline Operators should continue to:

i. Leverage on their human, material and technological resources to build resilience in the dynamic business environment.

ii. Focus on introducing innovations that will drive salutary experience and meet the changing needs of contemporary customers.

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