

## Intellectual Capital and Organizational Resilience in Fast Food Firms in Yenagoa, Bayelsa State

Jasmine Okponanabofa Tamunosiki-Amadi, PhD<sup>1</sup> Hon. Bunatari Ogoun, PhD<sup>2</sup>

<sup>1,2</sup>Faculty of Management Sciences, Niger Delta University, Wilberforce Island, Bayelsa State Nigeria

**ABSTRACT:** The study investigated the relationship between intellectual capital and organizational resilience in fast food firms in Yenagoa, Bayelsa State of Nigeria. The inquiry was guided by cross-sectional with a population of 80 individuals spanning across 8 businesses and Taro Yamene was used to determine a sample size of 66. The sample was distributed via Bowley's 1964 formula to the companies. Data were gathered through structured questionnaire and were subjected to descriptive (mean and the standard deviation) and inferential (Spearman Rank Order Correlation Coefficient) analyses. The instrument was on five-point Likert Scale which was validated by experts and internal consistency was established through Cronbach Alpha reliability model. The analytical results revealed that human and organizational, capital have positive and significant relationship with situation awareness and vulnerability management. It was concluded that intellectual capital has a significant influence on resilience of an organisation. The researchers recommended base on the findings that Fast-food firms in Bayelsa state should invest in human, develop individual skills, expertise, technological know-how, and life experiences of employees and management, make deliberate effort to develop capabilities such as information systems, processing, databases, documents, patents, enterprise reputation, copyright, ready-made or readily available programs, organization policies, intellectual property, and culture.

**KEYWORDS:** Human capital, Intellectual capital, Organisaional capital, Organisational resilience, Situation awareness, and vulnerability management.

### INTRODUCTION

When it comes to the economy, businesses are now confronted with a challenging environment that is caused by fluctuating market circumstances, shifting expectations from both suppliers and customers, and even increasing competition in the product market. The nature of the business environment, which is both dynamic and competitive, compels the management of businesses to search for more effective ways and tactics in order to retain their resilience. In order for a corporation to be successful, these concerns provide hurdles. According to Cheung and Kwong (2017) and Williams and Vorley (2017), the key differences between entrepreneurs who operate in unstable situations in affluent countries and those who operate in developing nations are in the areas of the availability of financial resources, technological advancements, and outside support. Furthermore, when security deteriorates, business owners in war zones are forced to cope with increasing unpredictability, physical risk, disruption of supply lines, and the possibility of infrastructure damage or deterioration (Bullough et al., 2014; Tobias et al., 2013). These challenges are exacerbated by the fact that violence is becoming more prevalent in these regions.

The primary objective of company owners who operate in these situations is to simply have the ability to persevere through difficult circumstances. It is common knowledge that resilient businesspeople are able to endure difficult circumstances.

The food sector has made a significant contribution to the gross domestic product of the nation because to the fact that food is an essential component of human life. These businesses provide individuals with hot meals and contribute to the reduction in the number of those who are unemployed. Due to the fact that any collapse would have a detrimental influence on the many stakeholders and the nation as a whole, companies that deal in fast food must thus take measures to strategically position themselves in order to preserve their existence. In addition, Van Quyet et al. (2015) argues that in order for a company to maintain its competitive position in the industry, it must consistently improve the quality of its goods and services in order to meet the requirements of the business environment (its customers) and to do it in a way that is unique.

Entrepreneurs who are seeking for strategies and techniques to maintain their competitiveness and relevance in their respective sectors have recognised intellectual capital as one of the most valuable resources that are accessible to them. According to Husain et al. (2013), the intellectual capital (IC) of an organisation is a representation of the knowledge base that the organisation has at a very specific point in time. It is a concise summary of the cognitive information that an organisation has received throughout the course of its existence. Intellectual capital is a term that is frequently used to refer to intangible resources that provide value for an

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organisation. One example of information capital is knowledge capital. According to Striukova et al. (2008), it is a substantial economic resource that has a direct influence when it comes to the rivalry in the market.

According to Subramaniam and Youndt (2005), the capacity of an organisation to enhance its performance is directly proportional to the amount of intellectual capital it has. A corporation's information capital (IC) is described by Stewart and Capital (1997) as a repository of data, knowledge, expertise, and intellectual property that may be used to generate value for the company. Intellectual capital is the driving force behind increased profitability as well as advancements in innovation.

Despite the fact that intellectual capital is a basic resource that may provide an organisation with a competitive edge, it is still essential to discover the most effective method to acquire and adapt this resource, taking into consideration the dynamics of change (Barrena-Martínez et al., 2019). According to Konno and Schillaci (2021), intellectual capital is the application of knowledge to improve the value of intangible assets. However, it is the workers of the organisation who are responsible for creating intellectual capital and sharing it with others. According to Alvino et al. (2021), the creation and implementation of intellectual capital are contingent upon the fact that members of the organisation possess the essential knowledge as well as the willingness to utilise it and share it with all other members of the organisation. Therefore, it is essential to find strategies to boost the application of intellectual capital in order to make it possible for the organisation to become more resilient (Weqar et al., 2020).

As a result, the purpose of this research is to investigate the connection between intellectual capital and the resilience of organisations working in the fast-food industry in Yenagoa, which is located in the state of Bayelsa.

### **Aims and objectives**

The general aim of the study is to determine the relationship between intellectual capital and organizational resilience of fast-food firms in Yenagoa, Bayelsa state. The study specifically seeks to:

1. Examine the relationship between human capital and situation awareness of fast-food firms in Yenagoa, Bayelsa state.
2. Ascertain the relationship between human capital and vulnerability management of fast-food firms in Yenagoa, Bayelsa state.
3. Determine the relationship between organizational capital and situation awareness of fast-food firms in Yenagoa, Bayelsa state
4. Ascertain the relationship between organizational capital and vulnerability management of fast-food firms in Yenagoa, Bayelsa state.

### **Research Questions**

The study seeks to provide answer to the following research questions:

1. What is the relationship between human capital and situation awareness of fast-food firms in Yenagoa, Bayelsa state?
2. Is there a relationship between human capital and vulnerability management of fast-food firms in Yenagoa, Bayelsa state?
3. How does organizational capital relate with situation awareness of fast-food firms in Yenagoa, Bayelsa state?
4. What is the relationship between organizational capital and vulnerability management of fast-food firms in Yenagoa, Bayelsa state?

### **Research Hypotheses**

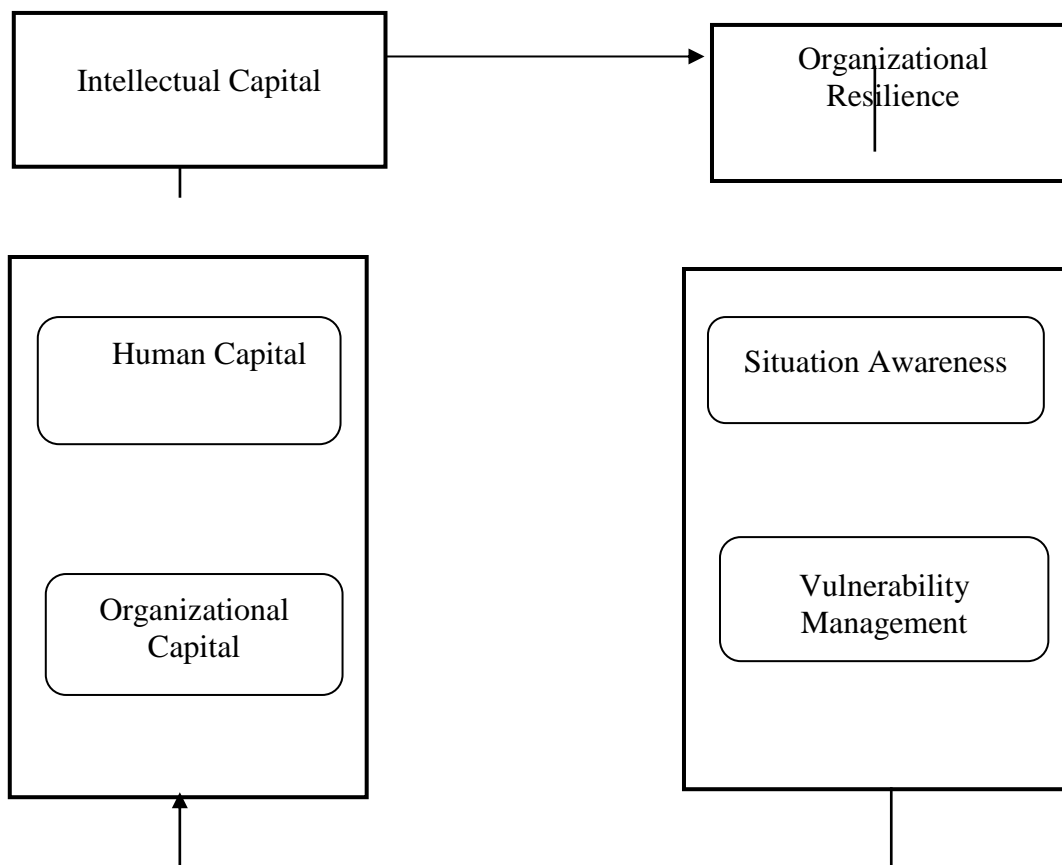
The following null research hypotheses were formulated and tested:

1. There is no significant relationship between human capital and situation awareness of fast-food firms in Yenagoa, Bayelsa state.
2. There is no significant relationship between human capital and vulnerability management of fast-food firms in Yenagoa, Bayelsa state.
3. There is no significant relationship between organizational capital and situation awareness of fast-food firms in Yenagoa, Bayelsa state.
4. There is no significant relationship between organizational capital and vulnerability management of fast-food firms in Yenagoa, Bayelsa state.

## **LITERATURE REVIEW**

### **Conceptual Framework**

Below is the conceptual framework for this research study.



**Figure 2.1:** Conceptual framework of intellectual capital and organizational resilience

**Source:** Conceptualized and adapted from literature, Subramaniam and Youndt (2005) and McManus et al. (2008).

**Concept of Intellectual Capital**

The term "intellectual capital" refers to a phenomena that illustrates the degree to which individuals within an organisation are inclined to be innovative. It is an intangible resource that companies bring to the table in order to influence public opinion and demonstrate their competitive advantage within a certain industry. In his observation, Miller (2002) made the observation that the concept is one of organisation that has an effect on both community and organisation. IC is considered to have a competitive advantage in the market, as stated by Edvinsson (1997). This advantage is claimed to be achieved via the ownership of learning, practical experience, business innovation, and collaborations with customers and suppliers. The information and communication (IC) system, according to Stewart (1997), is a reservoir of expertise, knowledge, and material that can be used to produce value for businesses. Carrell (2007) defines intellectual capital as the corporate awareness, knowledge, and connectedness of an organisation. This is in contrast to the core competences and skills of people, which are referred to as the fundamental competencies and abilities of individuals. According to Sveiby (1998), the three components that make up intellectual capital are the individual's competence, the outward structure, and the internal structure.

Individual competence refers to a worker's capacity to perform in a variety of settings. Personal competence incorporates social networks, explicit knowledge, talents, experiences, and value-based evaluations. Individual competence is a term that was coined by psychologists. As opposed to thoughts, ideas, patterns, computer systems, and patents, which make up the internal structure, external structure is defined by the relationships that are established with customers. Effective management of information technology is required in order to maximise the value of the organisation (Peng, 2011). The capability of the organisation to participate in competition on the basis of its production, growth, relationship with customers, and long-term financial stability is also improved as a result of this.

Intellectual capital may be characterised as intangible intellectual resources or assets, according to the viewpoints of the academics that were covered before in this discussion. Knowledge, data, and intellectual property are all examples of these resources and assets. In addition, the resources and assets include the experiences, dedications, and abilities of staff people. According to Salmaninezhad and Daneshvar (2012), it is an essential criterion with which to evaluate the corporate values of an organisation. In the case that these resources are handled well, they have the potential to enhance the performance of a firm, which will ultimately lead to a

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competitive advantage. According to Tsen and Hu (2010), a company would never be able to gain momentum for reforming its corporate structure if it does not make investments in intangible assets such as intellectual capital.

According to Carrell (2007), when organisation culture is appreciated, there is a greater likelihood that the organisation will continue to exist. This is because the organisation will perform better, have stronger customer loyalty, and have better social connections.

### **Human Capital**

Human capital is defined by Lennox (2012) as the accumulation of information and knowledge that, when combined, boosts the efficiency and effectiveness of an organisation in terms of the items, procedures, processes, and creative system design that it employs. In other words, human capital is the accumulation of information and knowledge. The accumulation of information and knowledge is what constitutes human capital. The presentation and/or display of one's knowledge, abilities, capacities, and skills in the context of the completion of a specific job within the restrictions of available resources and time is what is meant by the term "performance demonstration." To put it another way, this is what is meant by the term "performance demonstration." This is what Chao (2011) means when he says that human capital encompasses all of the individual capabilities, skills, technical know-how, and life experiences of a company's workers and management, in addition to the organization's and firm's ability for creativity and innovation. It is also important to note that human capital encompasses the potential for innovation and creativity that exists inside the organisation. Another way of putting it is that human capital covers all that an organisation has to offer from its workforce.

According to Netten and Knight (1999), human capital encompasses not only the number of new goods and ideas but also the rate of employee contentment and the rate of staff turnover. In addition, human capital is a measure of the quality of the workforce. Additionally, the quantity of new ideas and products is included in the definition of human capital. The ability of businesses to develop solutions to problems that were not anticipated is one of the reasons why human capital is considered to be a highly essential resource for organisations. The human beings, who are also referred to as the workers of the firm, are an essential component of human capital due to the fact that their efficiency is dependent on the fact that they are people. This is the reason why human capital is in such high demand.

According to Aslam et al. (2013), the most significant component of intellectual capital is human capital, and there is a positive link between intangible assets and the success of an organisation. In addition, human capital is the most important component of intellectual capital. Furthermore, they brought up the fact that the most successful organisations lay a larger focus on the development of their human resources. This is something that they said before. Increasing the potential or effectiveness of an organization's human capital may be done by the purchase of workers who are knowledgeable and competent, as well as through the funding of internal staff training. A combination of these two strategies can be used. According to Carrell (2007), it is advantageous to make expenditures in learning initiatives such as education and training for staff members. These investments have the potential to successfully engage personnel, boost productivity, and improve the organization's chances of surviving an extended period of time. Within the framework of the contemporary period, which is characterised by globalisation and the growth of technology, human capital is an asset that is vitally important for the continuous existence of an organisation. Because achieving significant financial success, surviving, and maintaining competitiveness are all primarily dependent on the efficacy and efficiency of human capital, organisations are required to make prudent investments in this resource in an environment that is characterised by rapidly shifting market circumstances.

The reason for this is that human capital is the single most essential component in deciding whether or not an organisation will be successful. Because of this, it is of the highest significance for businesses to cultivate human capital that is difficult for their rivals to copy effectively. Developing important competencies that will plainly display the company's competitive advantage and overall power from the aggregate expertise, knowledge, and ability of the personnel is something that they should concentrate on. This is something that they should do. According to the findings of a study that was carried out in 2007 by Les and Badri, in order for an organisation to achieve and sustain a competitive advantage, it is necessary for the company to possess a collection of unique capabilities. It is essential for businesses to have the capability of determining the degree to which their rivals are able to copy or recreate the work that they have done. According to the findings of the research that Mahoney and Pandian conducted in 1992, the distinctive skills of an organisation enable it to make more efficient use of the resources that it has available to it.

### **2.1.4 Organizational Capital**

Organisations do not function in a vacuum; rather, they adhere to a planned organized structure and/or system throughout their operations. This organisation or framework has an effect on other capitals, which may be either positive or negative depending on the circumstances. The managerial structure, policies, and supporting infrastructure of an organisation are what Maddocks and Beaney (2002) define as "organisational capital." These elements are what make it possible for the company's human capital to fulfil

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its tasks. Organisational capital is defined by Youndt and Snell (2004) as "the institutional knowledge and codified experience residing within firms that are utilized through databases, patents, structures, systems, and processes." This is what they mean when they state that organisational capital is important. Organisational capital is responsible for establishing the circumstances that are essential for human capital to operate effectively inside an organisation in the face of unforeseen change. A company's culture, reputation, and ties with groups both within and outside of the company are all included in its organisational structure (Barney, 1997, 2002). It also includes the official and/or informal organisational structure of the company.

Chao (2011) defines organisational capital as the entire collection of rules and procedures that a corporation adopts in order to solve difficulties and establish ideals. This collection is referred to as "organisational capital." An additional term that is commonly used to refer to this kind of capital is structural capital. A distinct identity, a sense of authority, and the capacity to organize are all characteristics that are given onto human capital by the environment that is conducive to its development. In addition to that, this environment is comprised of a physical infrastructure that makes it easier to share and store information (Dessein & Prat, 2022). According to Carrell (2007), there is a connection between the management of organisational capital and several positive outcomes, including enhanced organisational performance, increased employee productivity, commitment, tenure, and overall satisfaction. As stated by Al Jaid et al. (2018), the word "organisational capital" is used to refer to the specialized knowledge that is possessed by an organisation. Information systems, databases, process descriptions, strategies, documents, organisational policies, employee-supporting mechanisms and structures, organisational know-how procedures, organisational culture, methods, business development plans, organisational charts, manuals, and programs are all examples of the types of knowledge that fall under this category. The knowledge assets that have been institutionalized and that support the workforce in accomplishing its objectives are seen as being of the utmost significance. "Organisational capital" is a word that describes the knowledge, skills, experience, technology, and other resources that an organisation makes use of in order to accomplish its objectives and objectives. It is necessary that organisational capital be managed effectively by making use of cutting-edge technology that is now accessible and a set of guiding principles, as stated by Hasan (2018). This is because organisational capital is an intangible asset for the firm.

In their study, Hama and Cavusoglu (2023) made the remark that the term "organisational capital" refers to the knowledge that is inextricably linked to an organisation. Within the realm of intellectual capital, one of the three primary components is known as organisational capital. The enabling architecture, protocols, and databases that make it possible for human capital to work inside an organisation are the components that make up this system. To understand the organisational structure or building of the organisation, it is expected to be understood in terms of the work system or the business system. Information systems, processing, databases, records, patents, corporate reputation, copyright, ready-made or readily available programs, organisation rules, intellectual property, and culture are some of the organisational capabilities that are covered by this (Hasan et al., 2021). When employees in various jobs leave an organisation, the knowledge that the company retains, whether permanently or temporarily, is referred to as the organization's organisational capital. Both permanent and temporary employees leave an organisation. The transformation of human capital into organisational capital ought to be the fundamental objective of each and every business that is aiming to achieve success.

Furthermore, because it broadens the base of resources or capabilities that "enhance firms' ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments" (Teece et al., 1997), organisation capital is advantageous to businesses in terms of their capacity to successfully transition from one stage to the next in the years that follow. This is because it allows businesses to better adapt to rapidly changing environments. "Dynamic resource-based view" asserts that organisation capital, as a resource base, enables the smooth and efficient interaction between the firm's management (people) and resources (Teece et al., 1997); it also aids businesses in making the best use of their precious resources in order to outperform their competitors.

### **Concept of Organizational Resilience**

Some individuals are of the opinion that the term "resilience" was first used in the discipline of ecology, while others are of the opinion that it was initially utilised in the field of psychology (Manyena, 2006). In 1973, Hollings published a significant study with the title "Resilience and Stability of Ecological Systems," which is what brought it to the attention of scholars working in the area of ecology. In the words of Holling, "a system's ability to withstand disruption and change while preserving the same linkages between populations or state variables is measured by its persistence" (Holling, 1973). When he states that resilience can be quantified, this is what he means by its definition. To add to this, Kasperson and Kasperson (2005) feel that shifting the emphasis to anticipating change and then attempting to explain stability would be beneficial to our understanding of resilience. They demonstrate how random occurrences may have an effect on natural systems and suggest that this change will assist us in gaining a better understanding of resilience.

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When Madni (2007) defined resilience, he meant the ability to anticipate disturbances, to react to them, and to recover by making an endeavour to restore as much as possible to the situation that was before to the interruption. This is what he meant by the term "resilience." According to Kpakol and Zeb-Obipi (2017), the idea of resilience refers to the ability of a leader to anticipate and prepare for bad conditions, such as conflict or other disruptive circumstances, to the maximum degree that is realistically feasible. This skill must be shown in order to achieve the highest level of success. In accordance with the findings of Fletcher and Sarkar (2013), the two key elements that constitute resilience are the capacity to adapt to changing circumstances and the ability to overcome adversity. On the other hand, the phrase "adaptability" refers to the capability of an organisation to adjust to the circumstances that are external to it, while the term "adversity" refers to the likelihood that an organisation would have problems. In their study, Umoh et al. (2014) made the observation that measures of resilience include organisational learning, adaptive ability, and dynamic competence. Other indications include dynamic competence. As part of an attempt to evaluate resilience, this was carried out.

According to Kim (2021), the idea of organisational resilience refers to the capability of an organisation to modify and evolve in response to changes in the global market, to cope with rapid shocks, and to reorganize itself in order to deal with issues that persist over time. In other words, the ability of an organisation to adapt and develop is what is meant by the statement. When we speak about resilience, we are referring to the capacity of an organisation to adapt to the ever-changing demands of the contemporary business environment. It is possible for the inability to be resilient to manifest itself in a multitude of ways, including the loss of one's purpose, vision, and mission (Akpan; et al., 2021). The quality of resilience may be characterized in a number of different ways, one of which is via the phrase "keep going no matter what happens." Moreover, this may be seen compatible with the previous statement.

Both Accra and Amah (2014) and Akpan et al. (2021) point out in their respective pieces of study that the concept of resilience involves more than simply the ability to endure or survive in a particular circumstance. According to Eketu and Ifionu (2015), individuals who are able to change and adapt to demanding and changing situations on a consistent basis and with initiative are deemed to be resilient. This is because they are able to do so over an extended period of time. These are the characteristics that define individuals who are able to sustain their resilience at the level of the organisation. Both of these schools of thought are concerned with the concept of organisational resilience. There are two fundamental schools of thought that are prevalent in the field of academic research. Both of these schools of thought are generally accepted. One definition of resilience is the ability to quickly recover from a challenging circumstance and resume to one's usual routines when the incident has left one feeling overwhelmed. Persistence is another term that may be used to characterize resilience. The transactional point of view is the basis upon which this notion is built with its foundation. If we consider organisational resilience to be a capacity for recovery, then the goal is to establish coping mechanisms that will enable the organisation to return to the level of operation it was in before to the crisis. This will allow the company to recover from the crisis and return to its previous level of operation. The rebound-oriented approach to organisational resilience focusses a large amount of stress on the relevance of flexibility as a tool for handling changes that were not within the organization's control. This is because flexibility is a tool that can be used to manage changes more effectively.

### **Situation Awareness**

An organisation faces the risk of entering a state of uncertainty when it loses its focus, which makes it difficult to forecast the results with any degree of accuracy. This is because ambiguity makes it difficult to predict the outcomes. According to Kastle et al. (2021), this results in a rise in the level of complexity associated with the management of processes, logistics, and administrative capacity. Waypoints, soundings, and increasing progress rate are some of the aims that they have designated for themselves as their organisation continues to expand. They have a variety of goals that they have established for themselves.

According to Endsley (2016), companies that do not meet them should first ask themselves why they are not meeting them, and then after that, they should begin carefully reviewing their current circumstances in order to understand what went wrong. For organisations to maintain situation awareness for effective process, product and administrative actions, it must occur through effective communications and a combination of the following actions, vis-à-vis, recognize and make others aware when the organisation deviates from standard procedures; monitor the performance of organisational members; provide information in advance; identify potential or existing problems; demonstrate awareness of task performance; communicate a course of action to follow as needed; demonstrate ongoing awareness of mission status; continually assess and reassess the situation in relation to the mission goal(s); and clarifying expectations of all organisational features (Richthammer & Pernul, 2018; Stanton et al., 2017; Vereskun et al., 2016).

In addition to the above actions and responsibilities, situation awareness includes the following duties: An organization's capacity to comprehend and be aware of the extent of their company, their capacity to receive and use information, and their comprehension

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of the implications of that knowledge for their present and future well-being are all included in this (Ahiauzu & Jaja, 2015; Endsley et al., 2003). All of these capabilities are included in this. Each and every one of these skills is included into this. In accordance with the definition provided by McManus et al. (2008), the term "situation awareness" refers to the degree of grasp that an organisation has about the operational environment in which it functions. The Process of Determining Whether a Crisis or Threat Exists: This entails the power of effectively detecting future crises and the repercussions that are anticipated to be brought about by them, as stated by Tamunomiebi (2018). When it comes to ensuring that a constant level of attention is maintained, organisations are an absolute must. One of the most prevalent occurrences is the gradual loss of situation awareness that often takes place over the course of time and leaves a paper trail. Reduced situation awareness may be described by a range of symptoms, including confusion, incorrect utilization of processes, violation of norms, inability to attain goals, unresolved conflicts, ambiguity, and obsession, as stated by Ahiauzu and Jaja (2015) according to their findings. In their 2015 study, Ahiauzu and Jaja state that "situation awareness is a dynamic concept that can be easily lost." With this phrase, further clarification is provided.

As Tamunosiki-Amadi and Okolai (2020) pointed out, increasing levels of situational awareness make it feasible for leaders and managers to carry out their responsibilities in a manner that is both efficient and successful. In addition, they emphasized that managers should be aware of the current situation inside the business. This can be accomplished by having an awareness of how the situational environment effects behaviour and selecting initiatives that have the greatest potential to be successful. Possessing the capacity to see possibilities in addition to potential dangers or disruptions: According to Tamunomiebi (2018), it is very challenging for any company to have a constant connection with the environment, particularly when they are engaged in activities that are not only tough but also need a significant amount of stress. In order for them to be able to continuously monitor their surroundings for opportunities that may be taken advantage of and dangers that should be avoided, it is necessary for them to possess the information and skills necessary to do so.

### **Vulnerability Management**

The traditional definition of vulnerability in the context of disasters is the human result of any direct physical exposure to a catastrophe that creates some degree of loss mixed with the human aptitude to accept, prepare for, and recover from the same event. In other words, vulnerability is the human consequence of any direct physical exposure to a disaster. The human situation that arises because of the occurrence of a calamity is encapsulated by this term. It is possible to divide susceptibility into three categories: direct exposure, indirect exposure, and indirect exposure. Direct exposure is the most common kind of exposure. In addition to this, it provides an explanation of the proportional degree of "risk, susceptibility, resistance, and resilience" to the occurrence of a hazard or catastrophe, as indicated by the research that was carried out by Kubacki et al. (2020). The definitions of vulnerability that are accepted by research disciplines often serve their own aims in a way that is both plain and evident. This is a common occurrence. Initially, the study of vulnerability was created within the realm of the social sciences. However, over the course of time, its applications have expanded to include a wider range of fields, including political science, information systems, geophysical and informational sciences, organisational management, and public policy disciplines. The idea of vulnerability is one that is intrinsically complex and dynamic, and it is always evolving. There is a spatial-temporal component of vulnerability research (Mietala, 2020), which states that particular times and locations are more likely to exhibit vulnerability traits than others.

When attempting to define vulnerability, it is usual practice to call attention to one of its underlying causes, such as the existence of unfavourable economic circumstances. It is vital to keep in mind, however, that not everyone feels the same amount of discomfort in reaction to a certain circumstance. This is something that must be taken into consideration when evaluating vulnerability. Both Nienaber et al. (2015) and Stankov and Tsochev (2020) have claimed that this is the case. According to Svensson (2015), there are scholars who say that vulnerability cannot and maybe should not be reduced to a reasonably basic notion. Others believe that this reduction is not appropriate. Tanner and Su (2019) claim that the search for approaches that may be utilized to assess the inherent risk that is present in the day-to-day lives of the general people is one of the most significant difficulties in the field of vulnerability and disaster research. This is one of the most important challenges in vulnerability and disaster research. Among the many significant challenges that have been brought up in this industry, this is one of the most significant

According to Ahiauzu and Jaja (2015), vulnerabilities are operational and managerial aspects of a company that have the potential to potentially have a negative impact on the company in the event of a sudden or covert crisis situation. These vulnerabilities have the ability to have a negative impact on the company.

### **Intellectual Capital and Organizational Resilience**

Research was carried out by Daou et al. (2019) with the purpose of investigating the connection between intellectual capital and organisational resilience in a society that is going through a time of upheaval. The data for the study was collected by conducting semi-structured interviews with the founders of seventeen micro, small, and medium firms (MSMEs) that were registered in Iraq. These interviews were conducted throughout the whole research process. A qualitative evaluation of the interviews, as well as a topic and content analysis of the interviews, were all components of the approach that was used to analyze the data. This was in

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addition to the demographic information that was provided. Based on the results of the study, it seems that entrepreneurship and resilience are intertwined concepts. The components of entrepreneurship are responsible for fostering the resilience of entrepreneurs, allowing them to continue to grow and maintain their firms even when confronted with difficult situations.

Yaghoubi et al (2010) did study on the topic of the link between intellectual capital and organisational justice. Additionally, they investigated the interaction between the two. Using a sample size of 141 persons, including 49 women and 92 males, who were picked at random from Tabriz, Iran's East Azerbaijan biographical organisation, and East Azerbaijan Documents and Realty organisation. The sample size was determined by using a random selection method. All of the information for this research was gathered via the use of questionnaires. In order to do an analysis of the data, the enter regression and the Pearson correlation coefficient were among the tools that were used. The results reveal that there is a positive and strong correlation between the two notions, which is not unexpected considering the significance of both organisational fairness and intellectual capital for any business. As a consequence of this, it is strongly suggested that organisations focus their efforts on improving both of these aspects.

### METHODOLOGY

The study is conducted using a quantitative methodology which equally draws on positivist epistemology. This also means that deductive approach that requires stating a priori hypothesis was applicable. The design is strictly cross-sectional which allows generating data from a given sample at one instance. The survey instrument served as the means of generating data from a sample of human population (Ezeani 1998). According to Nachmias et al. (2008), a population is defined as the total number of individuals or instances sharing the same characteristics. The population for this study consists of employees from eight (8) fast-food firms located in Yenagoa, the capital city of Bayelsa State. These employees, familiar with the concepts of intellectual capital and organizational resilience, were eligible to participate in the study. The total population comprises eighty (80) employees, as provided by the offices of the selected fast-food firms in Yenagoa, Bayelsa State. According to Nachmias et al. (2008), because of this, the study sample need to have a decent enough representation of the population. Purposive sampling was used in this research in order to choose the Fast-Food establishments from the list of Fast-Food businesses located in Bayelsa state. In this instance, the sample subjects was judgmentally obtained based on the researchers fore knowledge of the characteristics of eligible participants for the study. In other words, these sample subjects are vantage positioned to provide data on the subject investigated.

The data were analyzed using inferential statistics, specifically the Spearman Rank-order Correlation Coefficient (Rs), to establish relationships between the variables. Statistical Package for the Social Sciences (SPSS) version 25 package was employed for data analysis.

### RESULTS AND DISCUSSION

**Table 4.1 Univariate distribution for indicators of Intellectual Capital**

	N	Minimum	Maximum	Mean	Std. Deviation
HUM_CAP1	60	1	5	3.80	1.260
HUM_CAP2	60	1	5	4.12	.846
HUM_CAP3	60	1	5	4.22	.825
HUM_CAP4	60	1	5	4.08	.996
ORG_CAP1	60	1	5	3.80	1.260
ORG_CAP2	60	1	5	4.22	.825
ORG_CAP3	60	1	5	4.23	.831
ORG_CAP4	60	1	5	3.80	1.260
Valid N (listwise)	60				

**Source:** Research Data (SPSS Output), 2024

All of the measures of intellectual capital in the research have a propensity to agree with one another that is above average, which indicates that they are all positive indicators. This is shown by the distribution of the indicators. The findings also indicate that there is evidence of human and organisational, in fast-food enterprises that is designed to be operationalized for the goal of operationalizing intellectual capital. This is suggested by the fact that the capital is intended to be operationalized. Specifically, the findings indicate that the indicators with the lowest scores (HUM\_CAP1, ORG\_CAP1, and ORG\_CAP4 = 3.80) are also significant in their evidence regarding the participant's perceptions of human and organisational capitals, as well as the degree to which the



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fast-food companies' body of knowledge and information is integrated to improve operations, output, systems innovation, and processes.

**Table 4.2 Univariate distribution for dimensions of Intellectual Capital**

	N	Minimum	Maximum	Mean	Std. Deviation
HUM_CAP	60	4	20	16.22	3.415
ORG_CAP	60	4	20	16.05	3.495
Valid N (listwise)	60				

**Source:** Research Data (SPSS Output), 2024

As can be seen in the table 4.2 that is located above, the distribution of the three components of intellectual capital, which are human capital, and organisational capital, demonstrates that each of these components is crucial. The results provide evidence that fast-food corporations possess intellectual capital in their possession. The data also suggest that these indicators are considered and accepted by fast-food establishments as the norm and as being consistent. This is shown by the fact that  $x$  is more than 2.5 in each of the two instances, which indicates that these qualities are readily apparent.

**Table 4.3 Univariate distribution for indicators of organizational resilience**

	N	Minimum	Maximum	Mean	Std. Deviation
SIT_AWARE1	60	1	5	3.93	1.103
SIT_AWARE2	60	1	5	4.07	.936
SIT_AWARE3	60	1	5	3.95	1.096
SIT_AWARE4	60	1	5	4.13	.947
VUL_MGT1	60	1	5	3.80	1.260
VUL_MGT2	60	1	5	4.12	.846
VUL_MGT3	60	1	5	4.22	.825
VUL_MGT4	60	1	5	4.08	.996
Valid N (listwise)	60				

**Source:** Research Data (SPSS Output), 2024

This implies that they are able to adapt and endure in the face of environmental changes that may not be convenient or favourable to their operations. The majority of respondents feel that their organisations are exercising organisational resilience, which indicates that they are able to adapt and endure. Specifically, this is shown by the distribution of the indices of organisational resilience, which can be seen in Table 4.3. This is due to the fact that all of the observed mean outcomes of the indicator distributions are big, and evidence ( $x > 2.5$ ) shows that they consider these characteristics to be crucial to the operations, processes, and functioning of their diverse organisations.

**Table 4.4: Univariate distribution for measures of organizational resilience**

	N	Minimum	Maximum	Mean	Std. Deviation
SIT_AWARE	60	8	20	16.08	3.396
VUL_MGT	60	4	20	16.22	3.415
Valid N (listwise)	60				

**Source:** Research Data (SPSS Output), 2024

For your convenience, the findings of the distribution of organisational resilience metrics are shown in Table 4.4. Both the outputs and the indications that are linked with them are consistent with one another. Because both measures have mean coefficients that are more than 2.5, the results demonstrate the obvious manifestations and reflection of behaviours that characterize organisational resilience as an asset and characteristic of fast-food firms. This is because both measures have mean coefficients that are higher than the required threshold. Taking into consideration the results, it can be inferred that in order for organisations to be able to grasp and hold knowledge of the components, features, and qualities of their industry, market, or environment, they are able to make sensible choices and remain competitive in the face of change. The conclusion demonstrates that the organisations are able to identify and

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address their areas of weakness, which is significant in terms of the consequences for costs, the functioning of the system, and operations.

The univariate analysis does not only give evidence for each variable in the context of interest, which is the fast-food firms in Bayelsa state, Nigeria, but it also provides an instance of how each variable shows itself. The findings of the distribution of the indicators of intellectual capital demonstrate a strong position in support of the adoption and expression of the behaviours associated with intellectual capital. This further underlines the possible support networks and organisational structures that could exist within these organisations, and it may assist to enable outcomes that show such a presence inside the enterprises when it comes to organisational structures and support networks. In this context, the functioning and efficacy of fast-food enterprises are significantly impacted by all three parts of intellectual capital: human capital, organisational capital, and relational capital. This is the reason why this is the case.

As the second variable and the criteria variable for the research, the fast-food enterprises demonstrate a significant degree of organisational resilience that is both well-articulated and substantial. In addition, the distributions of the two variables' measures, vulnerability management and situation awareness, demonstrate the distinct features and behaviours of the fast-food enterprises that were targeted, which are compatible with organisational resilience. The information that has been shown makes it abundantly evident that these workers believe that fast-food corporations are capable of comprehending and being informed about the components, characteristics, and traits of their market, sector, or environment in order to make intelligent judgements and maintain their competitive advantage. In addition to this, they believe that they are able to identify and effectively manage the weak areas of the organisation in terms of the operational, functional, and cost-related components of the system.

**Table 4.5 Relationship between human capital and measures of organizational resilience**

			HUM_CAP	SIT_AWARE	VUL_MGT
Spearman's rho	HUM_CAP	Cor. Coeff.	1.000	.992**	1.000**
		Sig.	.	<.001	.
		N	60	60	60
	SIT_Aware	Cor. Coeff.	.992**	1.000	.992**
		Sig.	<.001	.	<.001
		N	60	60	60
	VUL_MGT	Cor. Coeff.	1.000**	.992**	1.000
		Sig.	.	<.001	.
		N	60	60	60

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

**Source:** Research Data, 2024

It has been discovered that there is a considerable link between the variables, which are human capital and the measures of organisational resilience, which are situation awareness and vulnerability management. According to the findings, human capital makes a substantial contribution to and improves outcomes that are associated with organisational resilience. These outcomes include vulnerability management (with rho = 1.000 and P = 0.01) and situation awareness (with rho = 0.992 and P = 0.01). The link between organisational capital and the various indicators of organisational resilience was the subject of the second group of hypotheses.

**Table 4.6: Relationship between organizational capital and the measures of organizational resilience**

			ORG_CAP	SIT_AWARE	VUL_MGT
Spearman's rho	ORG_CAP	Corr. Coef.	1.000	.991**	.994**
		Sig.	.	<.001	<.001
		N	60	60	60
	SIT_AWARE	Cor. Coef.	.991**	1.000	.992**
		Sig.	<.001	.	<.001
		N	60	60	60
	VUL_MGT	Cor. Coef.	.994**	.992**	1.000
		Sig.	<.001	<.001	.
		N	60	60	60

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

**Source:** Research Data, 2024

The importance of the association between organisational capital and the measure of organisational resilience is shown to be significant at a level of significance equal to or greater than 0.01. The link between the variables reveals that organisational capital

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greatly enhances and promotes situation awareness. The rho value for this relationship is 0.991, and the p-value for this relationship is that it is 0.01. Moreover, with a rho value of 0.994 and a p-value of 0.01, it can be seen that the significance of organisational capital in terms of its contribution to vulnerability management is greatly enhanced. The capability of an organisation to detect and successfully manage its weak spots in terms of financial implications, system functioning, and operations is what is meant by the phrase "vulnerability management."

The findings that were obtained in this report shed light on the nature of the connection that exists between intellectual capital and the resilience of organisations. The findings of the research provide evidence that supports the importance of intellectual capital in promoting organisational resilience among fast-food companies in the state of Bayelsa. It is said that the following results on the tests are reported, which are in accordance with the outcomes that were seen in the tests on the bivariate hypotheses:

1. Human capital is significantly associated with situation awareness.
2. Human capital is significantly associated with vulnerability management.
3. Organizational capital is significantly associated with situation awareness.
4. Organizational capital is significantly associated with vulnerability management.

The findings of this study demonstrate that there is a considerable degree of relationship between all dimensions of intellectual capital and measures of organisational resilience.

### **DISCUSSION**

This section provides an explanation of the relationship between each dimension of the independent variable and the measure of the dependent variable based on the result from the data analyzed.

#### **Human Capital and Situation Awareness**

In order to highlight the importance of human capital in the process of improving organisational resilience, the evidence that establishes the link between human capital and the measurement of organisational resilience is presented. In this view, human capital demonstrates good behaviours that have a further and significant influence on the resilience of the organisation. In order to address unanticipated problems, companies depend extensively on human capital, as stated by Netten and Knight (1999). This is due to the fact that human capital makes it easier to manage processes, goods, and administrative capacities (Kästle et al., 2021).

#### **Human Capital and Vulnerability Management**

According to Aslam et al. (2013), human capital is essential for the existence of an organisation in this age of globalisation and technological innovation. This is due to the fact that achieving significant financial success, surviving, and maintaining a competitive edge are all largely dependent on the effectiveness and efficiency of human capital. In an environment that is characterised by rapidly shifting market circumstances, he stated that organisations should make prudent investments in human capital. This would enable them to be prepared for any degree of "risk, vulnerability, resistance, and resilience" in the event of an occurrence involving a hazard or catastrophe (Kubacki et al., 2020).

#### **Organizational Capital and Situation Awareness**

Because it broadens the base of resources or capabilities that "enhance firms' ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments" (Teece et al., 1997), organisation capital is beneficial to businesses in terms of their ability to successfully transition from one stage to the next in the years that follow. Organisational capital enhances an organization's ability to grasp and be aware of its capacity to acquire and utilise information, as well as its awareness of the consequences of that knowledge for the organization's current and future well-being.

#### **Organizational Capital and Vulnerability Management**

A stance that emphasises the positive impact that organisational capital plays in driving outcomes (situation awareness and vulnerability management) of organisational resilience is introduced as a consequence of the findings regarding the link between organisational capital and the measures of organisational resilience. It is possible for an organisation to respond quickly to a crisis if it has organisational capital, which is defined as the specialised knowledge that an organisation holds, as well as policies, know-how procedures, culture, techniques, business growth plans, charts, manuals, and programs (Al Jaid et al., 2018).

### **CONCLUSION**

It has been shown that there is a positive and substantial association between intellectual capital and the resilience of an organisation. The results of this research indicate that intellectual capital plays an essential part in the way in which businesses display their knowledge of the situation and their capacity to appropriately manage vulnerabilities. In accordance with the findings, the research comes to the following conclusions:

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It is essential for organisational resilience to have distributed justice, which encompasses all of the individual skills, expertise, technological know-how, and life experiences of a company's employees and management, as well as the organization's and company's capacity for creativity and innovation. Distributive justice is essential for organisational resilience because it significantly increases the ability of organisations to successfully adjust in the face of challenging or dangerous circumstances in a manner that enhances the organizations' situation awareness and vulnerability management.

Organisational capital which is the enabling environment that gives human capital a concrete identity, a sense of authority, and a capacity for organisation, including a physical infrastructure for exchanging and storing knowledge contributes towards improved organisational resilience such as situation awareness and vulnerability management because the organisation has the capacity to foresee, plan for, respond to, and adapt to gradual change and unexpected distortions to survive and prosper.

### RECOMMENDATIONS

It is established in this that pragmatic investigation that the relationship between intellectual capital and organisational resilience is significant and positive. This is indicated by the fact that actions or expressions of human, organisational, and relational capital can be considered as having a positive impact on and facilitating organisational resilience characteristics such as vulnerability management and situation awareness. It is for this reason that the following suggestions are proposed, which are in accordance with the results of this study:

1. Fast-food firms in Bayelsa State should invest in human capital. By investing in human capital, these firms will be better equipped to anticipate the needs of their employees and skillfully adjust to job demands within the organization, thereby enhancing their situation awareness.
2. Fast-food firms in Bayelsa State should focus on developing employees' skills, expertise, technological know-how, and creativity. This development will enable the firms to better prepare for and recover from potential vulnerabilities, thereby improving their ability to manage crises effectively.
3. Fast-food firms in Bayelsa State should make a deliberate effort to strengthen organizational capabilities such as information systems, intellectual property, policies, and organizational culture. These efforts will foster greater awareness of both opportunities and potential crises, enhancing the firm's situation awareness and resilience.
4. Fast-food firms in Bayelsa State should broaden their resource base and capabilities to integrate and reconfigure internal and external competences. This will help the firms swiftly identify and address vulnerabilities in a rapidly changing environment.

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