

# PSYCHOLOGICAL CAPITAL AND BUSINESS GROWTH OF MANUFACTURING FIRMS IN SOUTH-SOUTH, NIGERIA

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## ABSTRACT

*This study examined the relationship between psychological capital and business growth of manufacturing firms in South-South Nigeria. Specifically, it investigated the influence of self-efficacy, resilience, and hope on organizational growth outcomes. A cross-sectional survey design was adopted, with data collected from 225 managerial staff across 45 manufacturing firms using structured questionnaires. Data were analyzed using descriptive statistics and Spearman's Rank Order Correlation Coefficient at a 0.05 significance level. Findings revealed strong positive relationships between self-efficacy, resilience, and hope with business growth, indicating that employees' confidence, adaptability, and goal-directed optimism significantly contribute to improved sales, strategic expansion, innovation, and overall organizational performance. The study concludes that fostering psychological capital among employees enhances business growth and competitive advantage in manufacturing firms. It recommends that firms implement targeted training, mentorship, and goal-setting programs to strengthen these psychological resources and improves business growth.*

**Keywords:** Psychological capital; self-efficacy, resilience, hope, business growth

## Introduction

Organizations operating in today's highly competitive global economy continuously search for effective ways to enhance business growth by attracting, developing, and retaining talented employees in order to remain relevant amid rapid business dynamism. To achieve sustainable competitive advantage and sustained business growth, firms must strengthen key strategic capabilities and build core competencies that serve as the foundation for survival, expansion, and long-term performance (Kirchner, 2006). In addition, organisations must expand their operational scope by building a viable workforce and improving human resource capabilities, since these internal strengths directly influence productivity, profitability, and market performance outcomes (Jaja, 2009).

Business growth refers to the progressive improvement in a firm's size, profitability, market share, and operational capacity over time and it is widely recognised as a major indicator of organisational success in both developed and emerging economies. In manufacturing firms, business growth is often reflected in increased production output, financial strength, improved customer satisfaction, and strategic competitiveness, which are necessary for survival in volatile environments. While earlier studies focused on business growth as largely dependent on tangible assets, technology, and market opportunities, recent organisational realities reveal that intangible resources such as human psychological strengths significantly contribute to sustainable business growth. As modern organisations face environmental instability, technological disruption, and increasing competition, firms must respond strategically and continuously innovate or risk stagnation and eventual decline.

One emerging construct that supports organisational business growth is psychological capital, which originates from positive psychology and is considered state-like and developable rather than fixed. Psychological capital comprises self-efficacy, optimism, hope, and resilience, which are psychological resources that enhance employees' capacity to remain productive, innovative, and committed in the face of workplace challenges (Avey et al., 2008). These positive psychological capacities are critical because employees' confidence, persistence, adaptability, and goal-directed motivation often translate into improved efficiency, creativity, and organizational output, thereby strengthening firm business growth. Although scholars have emphasized the relevance of psychological capital in improving organizational outcomes and success (Okolie & Emoghene, 2019; Babalola, 2009; Aderibigbe et al., 2018; Avery et al., 2010), many Nigerian manufacturing firms, particularly in South-South Nigeria, have not fully leveraged its potential for sustained business growth. Furthermore, most existing empirical studies on psychological capital and business growth were conducted in foreign contexts, thereby creating a contextual gap in Nigerian manufacturing literature. Therefore, the present study examines the relationship between psychological capital and business growth of manufacturing firms in order to provide empirical evidence capable of improving business expansion and competitiveness in South-South Nigeria.

## Statement of the Problem

Despite the increasing importance of psychological capital in enhancing organisational outcomes, many manufacturing firms in South-South Nigeria continue to experience slow business growth, declining productivity, low profitability, weak innovation capacity, and unstable market competitiveness. These firms operate in a turbulent business environment characterised by economic instability, infrastructural deficiencies, high production costs, poor technological advancement, and intense competition, which collectively threaten their survival and long-term sustainability (Kirchner, 2006; Jaja, 2009). Although scholars have

established that psychological capital components such as self-efficacy, hope, resilience, and optimism can improve employees' motivation, adaptability, and performance, most manufacturing firms in the region have not fully harnessed these psychological resources to stimulate business growth (Avey et al., 2008; Avery et al., 2010).

In addition, empirical evidence on the relationship between psychological capital and business growth remains scarce in Nigeria, especially among manufacturing firms in the South-South geopolitical zone, as most related studies were conducted in foreign contexts or focused on other sectors (Okolie & Emoghene, 2019; Aderibigbe et al., 2018). Consequently, the inability of manufacturing firms to strategically develop psychological capital and effective leadership practices may continue to limit their growth potential and competitiveness (Babalola, 2009; Avey et al., 2008). Therefore this study provides empirical understanding of how psychological capital can improve business growth of manufacturing firms in South-South Nigeria.

### **Aim and Objectives of the Study**

The aim of the study was to examine the relationship between psychological capital and business growth of manufacturing firms in South-South, Nigeria. In pursuance of this aim, the study objectives were to:

- i. Examine the relationship between self-efficacy and business growth of manufacturing firms in South-South, Nigeria.
- ii. Investigate the relationship between resilience and business growth of manufacturing firms in South-South, Nigeria
- iii. Ascertain the relationship between hope and business growth of manufacturing firms in South-South, Nigeria

### **Research Questions**

In view of the objectives stated above the following research questions guided the study:

- i. What is the relationship between self-efficacy and business growth of manufacturing firms in South-South, Nigeria?
- ii. How does resilience relate to business growth of manufacturing firms in South-South, Nigeria?
- iii. What is the relationship between hope and business growth of manufacturing firms in South-South, Nigeria?

### **Research Hypotheses**

The research hypotheses for the study were stated in the null form as follows:

**H<sub>01</sub>:** There is no significant relationship between self-efficacy and business growth of manufacturing firms in South-South, Nigeria.

**H<sub>02</sub>:** There is no significant relationship between resilience and business growth of manufacturing firms in South-South, Nigeria.

**H<sub>03</sub>:** There is no significant relationship between hope and business growth of manufacturing firms in South-South, Nigeria.

## Significance of the Study

This study is significant to the manufacturing companies, to the general public, to policy makers, to scholars and future researchers. This study is of huge benefit to the manufacturing companies in South-South, Nigeria because it will reveal the extent to which the psychosocial capital in the organization relates with the business growth of their firm. This study will also reveal how leadership style moderates the relationship between psychosocial capital and firm success. Furthermore, this study is going to be of great benefit to the general public because it is going to help enhance the business growth in the manufacturing company which will thus enhance their product/service quality to the benefit of the general public. This research study is further going to be of relevance to policy makers as it will enhance their knowledge on the issue of psychosocial capital which will thus enable them to make relevant decisions towards boosting the firm success. This study will enrich the wealth of literature and thus serve as a reference material to scholars and future researchers.

## REVIEW OF RELATED LITERATURE

### Conceptual Review

In this study, the conceptual review focuses on psychological capital as the independent variable, transformational leadership style as the moderating variable, and business growth as the dependent variable. The review explains the meaning, dimensions, and indicators of these constructs as they relate to manufacturing firms in South-South Nigeria. By clarifying these concepts, the study establishes a strong theoretical and empirical foundation for examining the relationship between psychological capital and business growth.

### Conceptual Framework

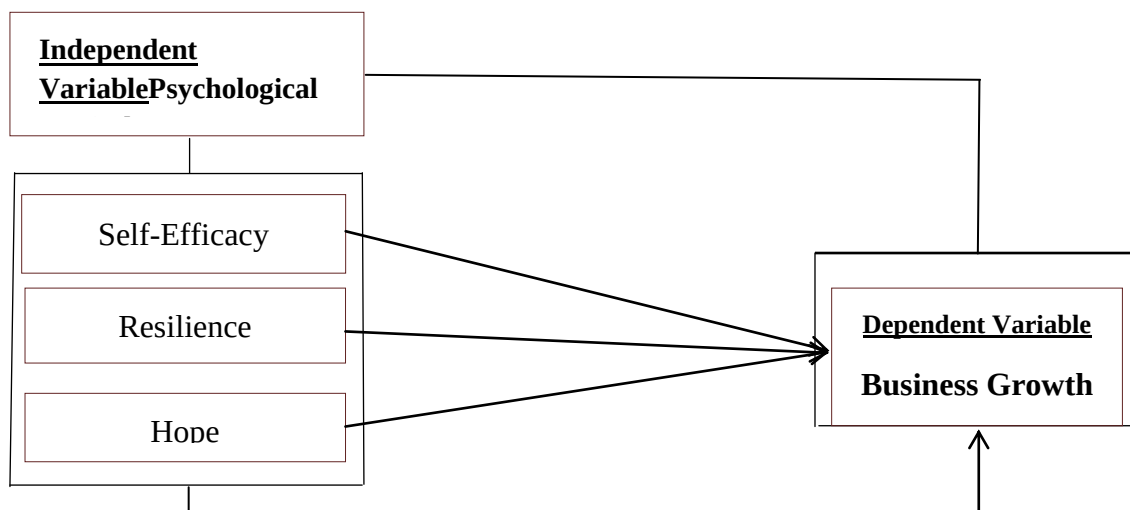


Figure1: Conceptual Framework for Organizational Resilience and Business Growth

Source: Desk Research (2026); Luthans, et al., (2007); Luthans (2002) as cited in Gabriel and Zeb-Obipi (2020); Konyefa et al. (2021); Maltz et al.(2001).

### Psychological Capital

Psychological capital (PsyCap), rooted in positive psychology, emphasizes human strengths, fulfilment, and optimal living, and serves as a personal resource that can enhance business growth in uncertain work environments. It refers to the mobilization of psychological

resources to generate positive organizational outcomes (Costantini et al., 2017). Luthans, Avolio and Walumbwa (2005) described PsyCap as a competitive investment resource that strengthens both individual development and organizational advantage. PsyCap reflects an individual's self-confidence in performing tasks and achieving goals (Richtnér & Löfsten, 2014). It also represents a combination of psychological attributes that improves employees' ability to execute job functions effectively (Rafiq et al., 2019). PsyCap aligns with the positive psychology paradigm and highlights positive human capacity as a driver of workplace growth (Rafiq et al., 2019). It is considered a measurable psychological state supported by theory, research, and valid measurement tools (Rafiq et al., 2019). PsyCap is commonly summarized as HERO, representing hope, efficacy, resilience, and optimism.

### **Self-Efficacy**

Self-efficacy is a cognitive construct reflecting an individual's confidence in their ability to successfully perform tasks and achieve desired outcomes (Victor & Okoro, 2022). It refers to the belief that one can execute actions required to produce specific results (Bandura, 2010). Self-efficacy is context-specific and may vary across tasks, skills, and work domains (Bong, 2016). Carter et al. (2016) noted that it strengthens motivation, cognitive effort, and emotional control when handling workplace demands. Consiglio et al. (2016) added that self-efficacy promotes persistence, determination, and effort in achieving organizational objectives. Empirical studies show that high self-efficacy is significantly associated with in-role performance and proactive work behaviour (Tims et al., 2014; Rudolph et al., 2017). In entrepreneurship, self-efficacy strongly predicts start-up intentions, venture growth, and persistence through setbacks (Markman et al., 2002; Shane et al., 2013). Bandura (1997) argued that self-efficacy grows through repeated accomplishments and perseverance, although excessive confidence may lead to overconfidence bias and poor business decisions.

### **Resilience**

Dawley et al. (2010) defined resilience as a district's capacity to recover from financial calamities. Entrepreneurial resilience is a dynamic concept that focuses on the adaptive pathways of local economies and their evolutionary ability to adjust over time (Martin, 2012). Resilience provides a framework for assessing the vulnerability of local economies to external shocks, pressures, and instabilities, as well as their capacity to respond flexibly and creatively (Martin (2012) further explained resilience as the ability of a system to return to a pre-established state after a disturbance, withstand shocks while maintaining its identity and purpose, and anticipate and respond through structural and operational adaptation. These perspectives suggest that resilience involves both returning to equilibrium and adjusting to new conditions after disruptions. In entrepreneurial settings, resilience reflects managers' confidence and belief in their ability to remain in control and overcome failure (Ayala & Manzano, 2014). Such confidence enables entrepreneurs to learn from mistakes and become stronger despite adversity (Ayala & Manzano, 2014). Resilience therefore plays a crucial role in helping entrepreneurs sustain business ventures and identify the factors that contribute to long-term business growth (Hayward et al., 2010). It is reasonable to assume that resilience significantly influences business growth by strengthening the ability to endure challenges and remain competitive.

## Hope

Dufault and Martocchio (1985) defined hope as a sense of future beneficial but uncertain developments, describing it as a broad life orientation not tied to a specific object. They explained that hope is multidimensional and can be assessed through six indicators: affective, cognitive, behavioural, affiliative, temporal, and contextual dimensions. The affective dimension relates to the emotions experienced during the hoping process, while the cognitive dimension focuses on thinking and imagining desired outcomes. The behavioural dimension emphasizes actions taken to achieve goals, whereas the affiliative dimension reflects connectedness beyond the self through relationships. The temporal dimension concerns how individuals experience time in relation to hope, and the contextual dimension highlights how life circumstances influence hope. Cognitive hope involves identifying goals, evaluating reality, distinguishing hope-promoting factors from hope-inhibiting factors, and perceiving desired outcomes as realistically possible (Dufault & Martocchio, 1985). It also involves using imagination to expand favourable possibilities while narrowing perceived negative outcomes. Behavioural hope focuses on action and includes both direct efforts toward goal achievement and indirect efforts that maintain belief, perseverance, and motivation. Therefore, hope functions as a vital psychological resource that supports positive orientation, goal pursuit, and resilience in challenging situations.

## Business Growth

Business growth refers to a positive change in size, capacity, and maturity that occurs over time as firms expand and improve performance outcomes. Growth is viewed as an increase in both size and quality resulting from internal development processes that transform organizational characteristics (Penrose as cited in Gerald, 2013). It is reflected through increased sales, assets, profits, and production output, while allowing firms to benefit from experience curves that reduce unit costs and enhance profitability (Absanto & Nnko, 2013). Growth is also a widely adopted corporate strategy, as firms that fail to achieve economies of scale may incur significant losses unless they operate within a profitable niche (Funk, 2022). Business growth is often measured using profit, market share, sales volume, and output, although studies show mixed evidence regarding their interdependence (Delmar, 1997; Wiklund, 1998). Growth patterns vary across firms depending on business lifecycle stages, industry trends, and the owner's equity value creation goals. Business growth is operationalized using financial growth, strategic growth, and innovation as key indicators. Financial growth emphasizes profitability and goal attainment through cost reduction, productivity improvement, tax advantages, and increased turnover (Amah, 2006). Strategic growth reflects a firm's ability to develop competitive advantage that produces above-average performance and sustainable expansion (Porter, 1985; Chen et al., 2005). Innovation involves the implementation of new or improved products, processes, or business models that create value and strengthen competitive. Therefore, business growth serves as a comprehensive indicator of organizational success, sustainability, and long-term viability, highlighting the importance of strategic management, resource optimization, and continuous innovation in achieving enduring performance outcomes.

## **Theoretical Review**

### **Role Theory**

Role theory explains that structured social relationships are guided by behavioural expectations that define how individuals should perform within specific positions (Stryker, 2007; Stryker & Burke, 2000). The theory suggests that when expected behaviours are inconsistent, role conflict occurs, leading to stress, job dissatisfaction, and reduced work performance. Role ambiguity also emerges when employees lack clear information or guidelines, forcing them to develop coping mechanisms that may negatively affect job outcomes (Ashforth, 2001). Role identification therefore serves as a cognitive framework through which individuals understand their duties, expectations, and identity within an organization (Stets & Burke, 2000).

### **Social Cognitive and Agency Theory**

Social cognitive and agency theory, developed by Bandura (1997), explains how self-efficacy, optimism, hope, and resilience influence business growth and performance through motivated effort and perseverance. These psychological capacities share an internalized sense of agency, control, and internality that promotes positive thinking, goal selection, and sustained investment of energy despite setbacks (Luthans et al., 2015). Through this mechanism, individuals realistically appraise growth opportunities in a positive light, which strengthens motivation and persistence toward goal attainment. Although self-efficacy, optimism, hope, and resilience are empirically distinct constructs, they possess shared mechanisms and synergistic relationships that enhance performance outcomes (Avery et al., 2010). Bandura (1998) argued that human business growth requires optimistic personal efficacy to overcome obstacles and that business growth often results from renewed effort after failure. Snyder (2002) further noted that optimism and hope are goal-based cognitive processes, and individuals high in hope tend to show stronger self-efficacy and resilience after setbacks (Snyder, 2000). Therefore, the shared features of these capacities include positivity, effort, persistence, sustainability, and agency, all driving achievement and success. Consequently, PsyCap as a higher-order construct is expected to have a stronger influence on performance than its individual components because their combined cognitive and motivational effects are broader and more impactful (Luthans et al., 2008).

### **Empirical Review**

Juhdi, Noor. (2015), examined the relationship between psychological capital and entrepreneurial business growth and the roles of entrepreneurial work engagement and entrepreneurial learning intensity as multiple-mediators in influencing the relationship. In addition, the effects of service orientation and market orientation on entrepreneurial factors were also tested. Respondents were the owner-managers of small and medium service enterprises (service SMEs) in Malaysia. Simple random sampling was used, given a sampling frame which contained 502 service SMEs. A questionnaire survey involving 125 entrepreneurs with more than five years of entrepreneurial experience in service businesses provided useful data. The data were analyzed using SPSS and SPSS Macro. The results showed that psychological capital had a positive relationship with entrepreneurial success.

Victor et al. (2022) examined the relationship between entrepreneurial self-efficacy and business growth of SMEs in Rivers State. The focus was on creativity and innovativeness as

dimensions of entrepreneurial success, and profitability and productivity as measures of firm success. The study was guided by three research objectives. Literatures on the concept of self-efficacy, firm success, creativity, innovativeness, profitability and productivity, were duly reviewed in the study; and the study was anchored on the Schumpeter Theory of Innovation Theory. The study made conclusions that self-efficacy has a strong positive influence on firm success. This goes with the majority of existing literature, also, there is a strong link between creativity, Innovativeness and Passion on business growth in general, which means that helping someone develop into an “ideal” entrepreneur may also give that person the self-confidence and the faith to actually succeed. Based on the findings of the study, it was recommended that new firms should engage their employees in various skill development programs as this will enhance their productivity, amongst others.

Peterson and Byron (2008) examined the relationship between hope and job performance using three different samples of employees of different job levels and industries. they study found that more hopeful sales employees, mortgage brokers, and management executives had higher job performance, as measured a year later, even after controlling for their self-efficacy and cognitive ability. Furthermore, the study found that if more hopeful employees attempt to solve problems differently than do those with less hope. Higher hope management executives produced more and better quality solutions to a work-related problem, suggesting that hopefulness may help employees when they are confronted with problems and encounter obstacles at work.

The reviewed studies revealed that psychological capital is significantly associated with business growth, yet there remains a scarcity of empirical evidence on this relationship, particularly within manufacturing firms in South-South, Nigeria. Specifically, very little of the reviewed studies examined the relationship between psychological capital and business growth but not among Nigerian manufacturing firms, thereby creating a clear contextual and empirical gap. This study bridged this gap by investigating the relationship between psychological capital and business growth, while also introducing leadership style as a moderating variable. The reviewed literature conceptualized psychological capital as the predictor variable, operationalized through self-efficacy, resilience, and hope. Therefore, this study contributes to knowledge by addressing the limited empirical focus on the combined dimensions of psychological capital and business growth within the specified industry and geographical context.

## **Methodology**

This study adopted a cross-sectional survey design, classified as a quasi-experimental approach because the variables were not subject to the researcher’s manipulation. The population consisted of 135 registered manufacturing firms in South-South Nigeria, comprising Edo, Delta, Bayelsa, Rivers, Akwa Ibom, and Cross River States (Manufacturing Association of Nigeria South-South Region, 2022). Stratified systematic probability sampling was applied by selecting every 3rd firm across the nine industrial groups, producing a sample size of 45 manufacturing firms (Ahiauzu et al., 2016). Purposive sampling was further used to select not more than five managerial respondents from each firm, yielding 225 respondents who occupy strategic positions. Data were obtained from primary sources using structured questionnaires, which were designed to measure variables on nominal and ordinal scales (Nachmias & Nachmias, 2009). The questionnaire was structured into sections capturing demographic information and study variables, and responses were measured using a five-point Likert scale ranging from strongly disagree to strongly agree. Validity was established

through face and content validity by submitting the instrument to supervisors and academic experts for critique and refinement (Kothari, 2004; Zeb-Obipi, 2007). Reliability was confirmed using Cronbach alpha coefficients, with all constructs meeting the 0.70 threshold, including self-efficacy (0.777), resilience (0.834), and hope (0.804), and business growth (0.708).

### Data Analysis and Results

Data analysis employed quantitative methods involving descriptive and inferential statistics, including demographic, univariate, bivariate, and multivariate procedures. Hypotheses were tested using Spearman's Rank Order Correlation Coefficient at a 95% confidence interval and 0.05 significance level because the data were ordinal and suitable for paired ranking comparisons (Sullivan, 2001; Baridam, 2001). The frequencies on inventory management practices are shown in the dimensions that characterized the construct being measured that is Just-in-Time, Vendor managed inventory and Economic order quality.

**Table 1: Self-Efficacy (n=225)**

| S/N | Questions                                                                                           | SD<br>1 | D<br>2   | MA<br>3    | A<br>4      | SA<br>5     |
|-----|-----------------------------------------------------------------------------------------------------|---------|----------|------------|-------------|-------------|
| 1   | We usually handle whatever comes our way.                                                           |         | 3 (1.3%) | 23 (10.2%) | 111 (49.3%) | 74 (32.9%)  |
| 2   | We remain calm when facing difficulties because we rely on our coping abilities in my organisation. |         | 4 (1.8%) | 12 (5.3%)  | 135 (60%)   | 60 (26.7%)  |
| 3   | When we are confronted with a problem, we usually find several solutions in my organisation.        |         |          | 4 (1.8%)   | 139 (61.8%) | 68 (30.2%)  |
| 4   | We always manage to solve difficult problems if we try hard enough.                                 |         |          | 8 (3.6%)   | 84 (37.3%)  | 119 (52.9%) |
| 5   | We solve most problems if we invest the necessary effort in my organisation.                        |         | 7 (3.1%) | 26 (11.6%) | 165 (73.3%) | 13 (5.8%)   |

Source: Field Survey, 2022

The analysis of self-efficacy, as shown in Table 1, indicates that a majority of respondents perceive their organizations as capable of handling challenges effectively. Most respondents agreed or strongly agreed across all five items, reflecting confidence in problem-solving and coping abilities. Specifically, between 52.9% and 73.3% of respondents agreed that their organizations manage difficulties successfully, remain calm under pressure, find multiple solutions, and solve problems when sufficient effort is applied. Moderate agreement was minimal, ranging from 1.6% to 10.2%, while disagreement was very low, between 1.3% and 3.1%. Overall, the results suggest a high level of organizational self-efficacy among the respondents, indicating strong confidence in their firm's ability to overcome challenges and achieve objectives.

**Table 2: Resilience (n=225)**

| S/N | Questions                                                                                                                          | SD<br>1 | D<br>2   | MA<br>3    | A<br>4      | SA<br>5     |
|-----|------------------------------------------------------------------------------------------------------------------------------------|---------|----------|------------|-------------|-------------|
| 1   | Our staffs are well trained in order to manage their behaviours which help them remain calm and think before they act.             |         |          | 8 (3.6%)   | 84 (37.3%)  | 119 (52.9)  |
| 2   | Management is well trained to handle other difficult stakeholders with tact and diplomacy in order to achieve organizational goal. |         | 7 (3.1%) | 26 (11.6%) | 165 (72.4%) | 13 (6.7%)   |
| 3   | Management always pays attention to the odds of obtaining their payoff.                                                            |         |          | 9 (4.0%)   | 96 (42.7%)  | 106 (47.1%) |
| 4   | My organization is patterned to deal with uncertainty.                                                                             |         | 3 (1.3%) | 32 (14.2%) | 147 (66.3%) | 28 (12.4%)  |
| 5   | Management encourages employees for continuing education program on translating goals into action steps.                           |         |          | 6 (2.7%)   | 119 (52.9%) | 86 (38.2%)  |

Source: Field Survey, 2023

The analysis of resilience, as presented in Table 2, shows that respondents generally perceive their organizations as highly capable of adapting and responding to challenges. Across the five items, a majority of respondents either agreed or strongly agreed that staff and management are well-trained, think before acting, handle difficult stakeholders effectively, and manage uncertainty. Specifically, agreement ranged from 37.3% to 73.3%, while strong agreement ranged from 5.8% to 52.9%, indicating confidence in organizational resilience practices. Moderate agreement was relatively low, between 2.7% and 14.2%, and disagreement was minimal, between 1.3% and 3.1%. Overall, the results suggest that the organizations maintain a strong resilience culture, with management actively supporting training, strategic thinking, and continued education to ensure employees can effectively translate goals into actionable outcomes.

**Table 3: Hope (n=225)**

| S/N | Questions                                                                                  | SD<br>1 | D<br>2   | MA<br>3    | A<br>4      | SA<br>5     |
|-----|--------------------------------------------------------------------------------------------|---------|----------|------------|-------------|-------------|
| 1   | In my organisation, we are flexible in confronting life's and business's challenges        |         |          | 8 (3.6%)   | 84 (37%)    | 119 (52.9%) |
| 2   | We are confident of our abilities in my organisation.                                      |         |          | 8 (3.6%)   | 139 (61.8%) | 64 (28.4%)  |
| 3   | Despite the current global setbacks, we maintain an optimistic outlook in my organisation. |         | 1 (0.4%) | 8 (3.6%)   | 142 (63.1%) | 60 (26.7%)  |
| 4   | My organisation spends time planning for the future.                                       |         | 4 (1.8%) | 26 (11.6%) | 159 (70.7%) | 22 (9.8%)   |
| 5   | In my organisation, we constantly plan and strive for we know there are better days ahead. |         |          | 20 (8.9%)  | 146 (64.4%) | 46 (20.4%)  |

**Source: Field Survey, 2023**

The analysis of resilience in Table 3 indicates that respondents perceive their organizations as generally well-equipped to handle challenges and uncertainties. Across the five items, the majority of respondents either agreed or strongly agreed that staff are trained to manage their behavior, remain calm, and think before acting. Specifically, agreement ranged from 37.3% to 73.3%, while strong agreement ranged from 5.8% to 52.9%, reflecting confidence in management's ability to handle difficult stakeholders and focus on organizational goals. Moderate agreement was relatively low, between 2.7% and 14.2%, and disagreement was minimal, ranging from 1.3% to 3.1%. Respondents also indicated that management pays attention to achieving payoffs and patterns the organization to handle uncertainty. Additionally, management encourages employees to participate in continuing education programs to translate goals into actionable steps. Overall, the results demonstrate a strong culture of resilience within these organizations. Employees and management actively engage in practices that enhance adaptability and sustained organizational performance. The findings suggest that resilience contributes significantly to the organization's capacity to respond to challenges effectively.

### **Analysis on Business growth (Dependent Variable)**

The frequency on business growth is shown by the measures that characterized the construct being measured.

**Table 4: Business Growth (n=225)**

| S/N | Questions                                                               | SD<br>1 | D<br>2   | MA<br>3   | A<br>4      | SA<br>5     |
|-----|-------------------------------------------------------------------------|---------|----------|-----------|-------------|-------------|
| 1   | Our firm has experienced increased in sales volume in the past 3 years. |         |          | 3 (1.3%)  | 89 (39.6%)  | 119 (52.9%) |
| 2   | Our firm has modern technologies for effective operations.              |         | 6 (2.7%) | 10 (4.4%) | 142 (63.1%) | 53 (23.6%)  |
| 3   | Our firm has established other business units..                         |         | 4 (1.8%) | 12 (5.35) | 135 (60.0%) | 60 (26.7%)  |
| 4   | Our firm has experienced increased firm size over the past 3 years.     |         |          | 4 (1.8%)  | 139 (61.8%) | 68 (30.2%)  |
| 5   | Our firm seeks innovations as means for its growth.                     |         |          | 8 (3.6%)  | 84 (37.3%)  | 119 (52.9%) |

Source: Field Survey, 2022

The analysis of business growth in Table 4 indicates that respondents generally perceive their organizations as experiencing positive expansion over the past three years. Across the five items, the majority of respondents agreed or strongly agreed that their firms have seen increases in sales volume, adopted modern technologies, and established additional business units. Agreement ranged from 30.2% to 63.1%, while strong agreement ranged from 23.6% to 52.9%, showing substantial confidence in organizational growth initiatives. Moderate agreement was low, between 1.3% and 5.3%, and disagreement was minimal, ranging from 1.8% to 2.7%. Respondents also indicated that their firms have experienced an increase in firm size and constantly pursue innovations to drive growth. Overall, the results suggest that these manufacturing firms are actively enhancing their capabilities and performance. The findings reflect the combined impact of financial, strategic, and innovative growth measures. They also indicate that organizational strategies are effectively supporting expansion and competitiveness. In sum, respondents perceive their organizations as demonstrating sustainable business growth across multiple dimensions.

**Hypothesis One:** There is no significant relationship between self-efficacy and business growth.

**Table 5:** Results of the Correction between self-efficacy and business growth.

| Correlations   |                 |                         | Self-efficacy | Business growth |
|----------------|-----------------|-------------------------|---------------|-----------------|
| Spearman's rho | Self-efficacy   | Correlation Coefficient | 1.000         | .744**          |
|                |                 | Sig. (2-tailed)         | .             | .000            |
|                |                 | N                       | 211           | 211             |
|                | Business growth | Correlation Coefficient | .744**        | 1.000           |
|                |                 | Sig. (2-tailed)         | .000          | .               |
|                |                 | N                       | 211           | 211             |

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

Table 5 reveals that there is a very strong positive association between self-efficacy and business growth. Given that  $p < 0.05$  where correlation at 0.744. Hence, the previous tentative statement of no relationship is thus rejected.

**Research Hypothesis Two:** There is no significant relationship between resilience and business growth.

**Table 6:** Results of the Correction between resilience and business growth.

| Correlations   |                 |                         | Resilience | Business growth |
|----------------|-----------------|-------------------------|------------|-----------------|
| Spearman's rho | Resilience      | Correlation Coefficient | 1.000      | .863**          |
|                |                 | Sig. (2-tailed)         | .          | .000            |
|                |                 | N                       | 210        | 210             |
|                | Business growth | Correlation Coefficient | .863**     | 1.000           |
|                |                 | Sig. (2-tailed)         | .000       | .               |
|                |                 | N                       | 210        | 211             |

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

**Source:** Field Survey 2022 and SPSS version 22.0

The result of the analysis as depicted in table reveals that there is a strong positive relationship between resilience and business growth. Given that  $p < 0.05$  where correlation at 0.863. Hence, the previous tentative statement of no relationship is thus rejected.

**Research Hypothesis Three:** There is no significant relationship between hope and business growth.

**Table 7:** Results of the Correction between hope and business growth.

| Correlations   |                 |                         | Hope   | Business growth |
|----------------|-----------------|-------------------------|--------|-----------------|
| Spearman's rho | Hope            | Correlation Coefficient | 1.000  | .744**          |
|                |                 | Sig. (2-tailed)         | .      | .000            |
|                |                 | N                       | 211    | 211             |
|                | Business growth | Correlation Coefficient | .744** | 1.000           |
|                |                 | Sig. (2-tailed)         | .000   | .               |
|                |                 | N                       | 211    | 211             |

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

**Source:** Field Survey 2022 and SPSS version 22.0

The analysis as presented in table 7 revealed that there is a strong significant relationship between hope and business growth. Given that  $p < 0.05$ ; where correlation at 0.744. Hence, the previous tentative statement of no relationship is thereby rejected.

## Discussion of Findings

### **Self-Efficacy significantly influences Business growth of manufacturing Firms in South-South, Nigeria.**

The finding is in line with Miralam et al. (2020), who conducted an in-depth study exploring the relationships between self-efficacy, optimism, hope, resilience, and certain demographic variables on employees' job performance in the sales and marketing departments of various pharmaceutical companies. Their study demonstrated that these psychological capital components are not only conceptually important but also empirically significant in predicting how employees perform in real-world organizational settings. Specifically, self-efficacy—the belief in one's own ability to execute tasks effectively—was found to strongly influence employees' confidence in taking on challenging responsibilities and making independent decisions. Similarly, optimism was linked to employees' capacity to maintain a positive outlook even when facing setbacks, while hope and resilience facilitated persistence, problem-solving, and adaptability in dynamic work environments. The study revealed that the combined presence of these psychological traits resulted in a significant positive correlation with overall job performance, suggesting that employees who possess higher levels of psychological capital are more productive, creative, and goal-oriented. These findings imply that fostering self-efficacy, along with optimism, hope, and resilience, can directly enhance organizational outcomes by promoting firm creativity, encouraging managers' openness to new ideas, and improving acceptance of innovative approaches.

### **Resilience significantly influences Business growth of manufacturing Firms in South-South, Nigeria.**

The findings are in line with the views of Ekanayake, et al., (2018), investigated the effect of emotional resilience on job performance of executives in selected private sector organizations in Sri Lanka. The sole purpose of the study was to identify the impact of the ability of the individuals to quickly bounce back from the stressful situations and how does it impact on employees' work performance. The finding shows that there is a significant relationship between the emotional resilience and the employee performance. This implies that beneficial for the companies who will hire more resilient individuals, can quickly adapt and recover from the hectic situations. In also, the study is in line with Onyema, et al., (2020), who examined the relationship between risk taking (an indicator of resilience) and performance of small and medium enterprises in Rivers and Bayelsa states of Nigeria. Their study revealed positive and significant relationship between risk taking and measures of small and medium enterprises performance. This work implies that risk taking led to improved customer satisfaction, growth increment and improved social performance of small and medium enterprises in Rivers and Bayelsa states.

### **Hope significantly influences Business growth of manufacturing Firms in South-South, Nigeria.**

The finding is in line with the views of Peterson, et al., (2008) who examined the relationship between hope and job performance using three different samples of employees of different job levels and industries. The study found that more hopeful employees attempt to solve problems differently than do those with less hope. This implies that higher hope management executives produced more and better quality solutions to a work-related problem, suggesting that hopefulness may help employees when they are confronted with problems and encounter

obstacles at work. In also, the study is in agreement with Dedeoğlu, et al., (2022). They investigate the relationship between feelings of loneliness in the workplace, life satisfaction, affect, hope and expressivity among hotel employees. Findings The research findings suggest that emotional deprivation and social companionship have a significant impact on life satisfaction, that life satisfaction has a significant impact on positive and negative emotions, and that positive and negative emotions have the same impact on pathways and agencies. Similarly, Bilgiz Öztürk, et al., (2023) investigate on the relationship between Hope and career regret: Mediator role of career adaptability and career construction. The results revealed that hope has a positive and significant relationship with career regret.

### **Conclusion**

The findings of this study indicate that the psychological capital components of self-efficacy, resilience, and hope have significant positive effects on business growth of manufacturing firms in South-South Nigeria. Hence, the study concluded that firms cultivating these psychological resources among employees are better positioned to enhance financial performance, strategic growth, and innovative capabilities.

### **Recommendations**

- i. Manufacturing firms in South-South Nigeria should enhance employees' self-efficacy through training and mentorship programs to improve business growth, as confident employees are more likely to drive sales, innovation, and organizational goal attainment.
- ii. Firms should develop resilience among their workforce to positively influence business growth; ensuring employees can adapt to challenges, recover from setbacks, and maintain high performance that supports firm expansion and customer satisfaction.
- iii. Organizations should foster hope in employees by setting clear goals and providing pathways to success, as higher levels of hope are likely to enhance business growth through improved problem-solving, innovation, and sustained effort toward organizational objectives.

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