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Entrepreneurial Doggedness and Corporate Agility of Family Owned Business in Imo State

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Abstract: This research examines the correlation between entrepreneurial perseverance and organizational agility within family-owned enterprises in Imo State, Nigeria. This study analyses the impact of entrepreneurial doggedness (persistence and resilience) on two aspects of organizational agility: adaptive capacity and decision-making speed. The population comprises of 245 CEO's of family owned business within Imo State A sample of 148 was drawn using krejcie and Morgan 1970 Table. The primary data was obtained using a well-structured questionnaire. The Spearman's rho correlation method forused to test the hypothesis. The results indicate a substantial and favourable correlation between persistence and both adaptive capacity and decision-making speed. Resilience exhibited a robust positive association with the measures of organizational agility. These results highlight the essential function of persistent entrepreneurial conduct in improving the responsiveness and adaptability of family enterprises in volatile and unpredictable contexts. The study concludes that entrepreneurial doggedness relates with corporate agility of family owned business in Imo State. The study recommends that FOB owners should make efforts to enhance persistence and resilience through training, leadership development, and institutional reforms designed to improve decision-making efficiency.
Keywords: Entrepreneurial Doggedness, Persistence, Resilience, Corporate Agility.

Introduction

Corporate agility refers to a corporation's capacity to swiftly adapt to market fluctuations and emerging opportunities. This is becoming significant for family-owned businesses (FOBs) in Nigeria. Nigerian family enterprises must exhibit adaptability to maintain competitiveness and relevance in an environment characterized by policy uncertainty, currency fluctuations, technological disruptions, and evolving consumer preferences. Do et al. (2023) assert that agile organizations are more adept at managing external shocks due to their capacity to rapidly modify resources, processes, and strategies. Nigerian FOBs often operate in informal or semi-formal sectors with little access to institutional support. In such circumstances, agility may determine the distinction between survival and stagnation in an ever-evolving industry.

Corporate agility facilitates proactive innovation and consumer responsiveness, a challenge for many Nigerian family businesses due to their rigid structures and intergenerational conflicts. Agility facilitates rapid decision-making, promotes experimentation, and empowers employees to respond to feedback instantaneously. This results in increased customer satisfaction and improved alignment between products and markets (Adeleke et al., 2022). Nigerian FOBs that employ agile methodologies such as lean operations, digital technologies, and decentralized leadership are more likely to retain market share and attract younger consumers amidst rapid shifts in customer preferences driven by digital transformation and urbanization.

A significant advantage of corporate agility is its capacity to assist companies in navigating regulatory changes and political and social volatility, which are prevalent in Nigeria's business landscape. Family enterprises with adaptable structures can modify their strategies with relative ease when new tax regulations, import restrictions, or governmental reforms are implemented (Uzonwanne, 2020). This adaptability renders FOBs more sustainable over time and diminishes their susceptibility to external influences. Agility facilitates succession planning and intergenerational transitions, enabling family enterprises to integrate contemporary business practices with traditional values.

Corporate agility enables Nigerian family enterprises to cultivate a culture of resilience and continuous learning. Agility transforms perceptions of the organization from maintaining the status quo to fostering growth by motivating employees and family members to embrace change, experiment with new concepts, and derive lessons from their errors. Omodero and Ogbonnaya (2023) emphasize that flexible family enterprises in Nigeria are more proficient at generating innovative concepts, retaining clientele, and maintaining financial stability compared to their less adaptable rivals. In a nation where small and medium-sized firms (SMEs) are predominantly family-owned, enhancing organizational agility serves as both a competitive advantage and a crucial element of sustained growth and legacy transmission to subsequent generations.

Entrepreneurial doggedness, characterized by persistence, determination, and unwavering commitment to corporate objectives, has been identified as a crucial factor for success in volatile circumstances (Baluku et al., 2020). Owners of family businesses frequently experience heightened pressure due to their emotional connections to the enterprise, familial expectations, and the dynamics of intergenerational interactions. Despite encountering these obstacles, their resolve compels them to persist, generate innovative concepts, and seize opportunities that may have otherwise been overlooked (Hernández-Linares et al., 2021). Determined family

business proprietors are essential contributors to strategic resilience and competitive advantage, since they maintain focus on long-term objectives while addressing immediate challenges.

Family-owned businesses (FOBs) constitute the predominant form of enterprise globally. They are particularly significant in rising economies as they provide employment, accumulate wealth, and maintain economic stability. However, these enterprises often have challenges that may hinder their long-term throughbility, including succession planning, difficulty in securing external financing, and resistance to adaptation (Suess-Reyes & Fuetsch, 2022). In the rapidly evolving business landscape, two critical competencies are increasingly essential for FOBs to thrive and expand: entrepreneurial perseverance and organizational flexibility. Entrepreneurial doggedness enables family business proprietors to persevere throughout challenging periods, whereas corporate agility ensures that organizations can swiftly and effectively address internal and external issues.

Simultaneously, organizational agility—the capacity of a corporation to recognize changes, respond swiftly, and maintain flexibility—has become crucial for navigating alterations in technology, regulations, and consumer behavior. For FOBs, agility entails dismantling outdated hierarchies, empowering individuals to make decisions, and fostering a culture of continuous learning and adaptability (Do et al., 2023). Family enterprises that adopt agility may swiftly reorganize their resources, penetrate new markets, and modify their operations to address evolving demands. This enhances their resilience and optimizes their performance.

The amalgamation of entrepreneurial doggedness and corporate adaptability provides a robust framework for comprehending how family firms navigate the obstacles of contemporary business. FOBs can enhance their adaptability and maintain long-term competitiveness by cultivating resilient entrepreneurial mindsets while simultaneously adopting flexible organizational frameworks. Recent studies (Hernández-Linares et al., 2021; Ratten et al., 2022; Do et al., 2023) has examined the entrepreneurial doggedness and corporate adaptability respectively, underscoring their significance for family enterprises to maintain competitiveness and foster innovation in Imo State. The study bridge the observed gap by examining the influence of entrepreneurial doggedness and corporate agility on the long-term success and strategic positioning of family-owned businesses.

Statement of the Problem

Family-owned companies (FOBs) in Imo State, Nigeria, are increasingly troubled by their inadequate corporate agility. This vulnerability is reflected in their sluggish response to environmental shifts, failure to immediately embrace technology advancements, and reluctance to undergo structural transformation. Numerous firms continue to be entrenched in conventional company models, depending on antiquated operational frameworks that impede adaptability (Adegbite & Machek, 2020). As a result, their restricted adaptability hinders their ability to compete effectively with non-family enterprises that are nimbler and technology-oriented, consequently jeopardizing their sustainability and market significance.

Inadequate corporate agility within family enterprises may result in a series of adverse consequences. Initially, it reduces their ability to react to fluctuating customer preferences, economic disruptions, and changing regulatory environments. According to Chua et al., (2021), family enterprises that do not adapt to change frequently encounter diminished innovation, decreased productivity, and erosion of market dominance. In an economy such as Nigeria's—characterized by policy instability, inflation, and intense competition—agility is essential for survival. In their absence, these businesses jeopardize their relevance, particularly as younger consumers are drawn to contemporary, technology-driven enterprises.

Furthermore, the absence of agility obstructs leadership transition and generational renewal, both of which are essential for the continuity of family businesses. Numerous FOBs in Imo State face challenges in incorporating the perspectives of younger generations into their operations due to established old leadership paradigms. This generational inflexibility constrains innovation and generates discord within the family, so diminishing the firm's strategic capability (Gallucciet al., 2022). The result is an increasing disconnection between traditional operations and contemporary corporate expectations, frequently resulting in stagnation or the eventual demise of previously prosperous family firms.

Despite the introduction of efforts like SME capacity-building programs and family business governance training by institutions and local governments, numerous FOBs in Imo State continue to exhibit resistance to change. Such initiatives frequently falter due to an absence of enduring entrepreneurial leadership capable of facilitating internal transformation (Zellweger, 2021). This study posits that entrepreneurial doggedness—defined by perseverance, grit, and a steadfast commitment to long-term success—can serve as a strategic lever to augment agility. Empirical data indicates that entrepreneurs demonstrating significant perseverance are more adept at overcoming systemic inertia, fostering innovation, and navigating their enterprises through unpredictable conditions (Uy et al., 2020). This study will examine how entrepreneurial perseverance might act as a transformative catalyst for enhancing the corporate agility of family-owned enterprises in Imo State.

Aim and Objectives of the Study

The aim of this study is to examine the relationship between entrepreneurial doggedness and corporate agility of family owned business in Imo State, Nigeria. The specific objectives are to;

i. Examine the relationship between persistence and adaptive capacity of the family owned business in Imo State.
ii. Determine the relationship between persistence and decision-making speed of the family owned business in Imo State.

iii. Investigate the relationship between resilience and adaptive capacity of the family owned business in Imo State.

iv. Ascertain the relationship between resilience and decision-making speed of the family owned business in Imo State.

Research Questions

The following research questions were given in the study;

i. What is the relationship between persistence and adaptive capacity of the family owned business in Imo State?
ii. How does persistence relate to decision-making speed of the family owned business in Imo State?
iii. How does resilience relate to adaptive capacity of the Family owned business in Imo State?
iv. What is the nature of the relationship between resilience and decision-making speed of the family owned business in Imo State?

Research Hypotheses

The following research hypotheses were stated and tested in this study;

H_{01}: There is no significant relationship between persistence and adaptive capacity of the family owned business in Imo State
H_{02}: There is no significant relationship between persistence and decision-making speed of the family owned business in Imo State
H_{03}: There is no significant relationship between resilience and adaptive capacity of the family owned business in Imo State
H_{04}: There is no significant relationship between resilience and decision-making speed of the family owned business in Imo State.

Conceptual Framework

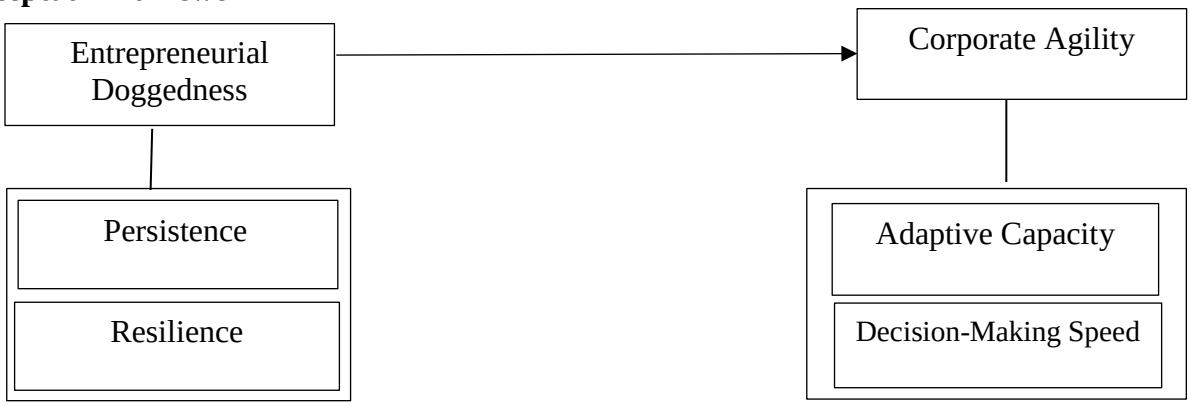

Figure 1: A conceptual model showing the relationship between Entrepreneurial Doggedness and Corporate Agility in Family-Owned Businesses
Source: Adapted from Pike-Bowles, et.al., (2024); Morgan, et al. (2021); and Zehrer & Leiß, (2019).

Entrepreneurial Doggedness

Entrepreneurial doggedness denotes the relentless and steadfast dedication of an entrepreneur to achieve business objectives despite facing considerable challenges or recurrent setbacks. It includes traits such as resilience, determination, future-oriented mindset, and a robust intrinsic motivation to achieve success despite challenges. This characteristic is especially vital in contexts characterized by significant uncertainty or insufficient institutional backing, such as emerging economies. Müller and Schwarz (2021) assert that tenacious entrepreneurs exhibit psychological resilience, allowing them to persist, modify their ideas as needed, and advance despite the absence of rapid success. In Nigerian family-owned enterprises, entrepreneurial doggedness is essential for maintaining business continuity throughout economic changes, political instability, and generational shifts. Entrepreneurs with this characteristic are more inclined to promote innovation, establish stakeholder confidence, and exemplify resilience for future successors. Patzelt and Shepherd (2021) indicate that entrepreneurial persistence is frequently motivated by both monetary incentives and emotional commitment to the enterprise, as well as a sense of obligation to familial heritage. Doggedness serves as both a personal and strategic strength, particularly in small and medium-sized family firms where individual leadership style significantly impacts firm success.

Persistence

Persistence denotes the continuous and resolute Endeavor of an entrepreneur to attain business objectives despite challenges or setbacks. It entails a sustained dedication to vision and goals, especially in the face of delayed outcomes or unfavourable circumstances. In family-owned enterprises, perseverance denotes the determination of entrepreneurial leaders to navigate uncertainty, market disruptions, and internal conflicts to foster corporate success. Tenacious entrepreneurs are distinguished by their capacity to sustain concentration over time, adapt methods while preserving fundamental goals, and refrain from hasty withdrawal under challenging circumstances. Uy et al. (2020) assert that persistence is a crucial entrepreneurial ability associated with venture performance, especially in emerging economies characterized by institutional voids. For family-owned enterprises in Nigeria, perseverance is crucial for manoeuvring through economic volatility and policy ambiguity. It additionally facilitates long-term value development, particularly in enterprises undergoing generational transitions (Li et al., 2022).

Resilience

Resilience is characterized as an entrepreneur's ability to endure shocks, recuperate from setbacks, and persist in functioning amidst stress or adversity. In family enterprises, it entails recovering from setbacks, adjusting to crises, and sustaining psychological resilience to guide the business towards recuperation and expansion. Resilience includes emotional management, optimism, and the ability to sustain productivity under duress. Family-owned enterprises in unstable locations like as Imo State frequently grapple with economic volatility, insecurity, and restricted access to financing. In this scenario, resilience emerges as a strategic asset. Fatoki (2020) contends that resilient businesses are more inclined to re-strategize and utilize internal strengths to endure market downturns. Furthermore, resilience fosters a culture of perseverance that can be transmitted between generations, enhancing the family firm's capacity to prosper in adverse conditions (Bamiatzi et al., 2022).

Corporate Agility

Corporate agility refers to an organization's capacity to perceive external changes and adapt swiftly and efficiently by modifying strategy, processes, and resource distributions. It encompasses attributes like as adaptability, rapid execution, responsiveness to innovation, and decentralized decision-making. Rigby, Elk, and Berez (2020) contend that agile firms surpass their competition due to their constant adaptability, characterized by cross-functional teams, iterative planning, and a pronounced emphasis on customer value. This talent is becoming increasingly essential in the rapidly evolving global markets of today. Corporate agility provides family-owned businesses in Nigeria with a framework to transcend the constraints of inflexible legacy systems and protracted decision-making processes. The volatility of the Nigerian economy—marked by currency rate changes, regulatory uncertainty, and changing customer preferences—allows FOBs to adapt swiftly and maintain competitiveness. A research by Appelbaum et al. (2021) highlights that agile companies exhibit greater resilience in crises, demonstrating superior customer retention and innovation capabilities under duress. Family enterprises must transcend conventional frameworks to foster agility by integrating digital tools, empowering emerging leaders, and implementing continuous learning methodologies.

Adaptive Capacity

Adaptive capacity denotes a firm's capability to perceive environmental changes and adapt successfully through structural, strategic, or operational modifications. It is an essential element of business agility, encompassing learning, adaptability, and preparedness for innovation. In family-owned enterprises, adaptive capability encompasses the alteration of conventional processes, the integration of innovative technologies, and the transformation of management styles to meet changing market demands. In Nigeria, where economic shocks, currency volatility, and regulatory ambiguities are prevalent, adaptive flexibility is essential for FOBs. Research indicates that companies with robust adaptive capacities are more effectively equipped to sustain performance and continuity during disruptive occurrences (Pal et al., 2020). Adaptive capability allows family enterprises to reconcile tradition with innovation, enabling newer generations to implement innovative techniques while maintaining family values (Brewster et al., 2021).

Decision-Making Speed

Decision-making speed refers to the rapidity with which an organization evaluates information and formulates essential decisions in reaction to alterations. It is a tactical aspect of agility that signifies the capacity to act decisively and circumvent delays that may lead to lost chances or heightened risk. In family-owned enterprises, decision-making frequently entails numerous stakeholders or generational leaders, where efficiency may be impeded by bureaucracy or emotional discord. Rapid decision-making is crucial in dynamic markets such as Nigeria, where opportunities and threats fluctuate swiftly. According to Singh et al. (2021), companies that demonstrate expedited decision-making are more inclined to leverage market trends, embrace new technology promptly, and manage policy alterations effectively. In FOBs, fostering efficient governance frameworks and empowering emerging leaders can improve decision-making velocity and adaptability, hence increasing the firm's competitiveness and sustainability (Zahra, 2022).

Dynamic Capabilities Theory

The Dynamic Capabilities Theory posits that a firm's capacity to integrate, develop, and reconfigure internal and external competences in response to swiftly evolving surroundings is the determinant of its sustained competitive advantage (Teece, Pisano, & Shuen, 1997). It underscores responsiveness, innovation, and strategic reinvention as essential processes for business survival. In Nigerian family-owned enterprises, entrepreneurial doggedness manifested through persistence and resilience serves as an internal competency that drives dynamic capabilities. Founders and successors of family businesses who demonstrate doggedness are more inclined to foster continuous learning, navigate external disruptions (such as inflation and regulatory instability), and strategically realign the organization in unstable conditions. Teece (2020) posits that entrepreneurial determination can influence dynamic capacities, including the identification of opportunities, their agile pursuit, and the modification of organizational routines to accommodate changing realities. Conversely, corporate agility signifies the result of robust dynamic capacities. An agile family enterprise can swiftly adapt to market fluctuations, embrace new technology, and modify operations without compromising basic values or performance. The interaction of entrepreneurial doggedness (as a behavior) with dynamic capacities (as a process) yields enhanced adaptability, competitive advantage, and sustained firm throughbility. This theoretical framework is especially beneficial for comprehending how foreign-owned businesses in resource-limited or unstable areas, such as Imo State, Nigeria, might prosper.

Empirical Studies

A study conducted by Morgan et al. (2021) examined the impact of dynamic capabilities—namely sensing, seizing, and reconfiguration—on the survival and growth of family-owned enterprises in Nigeria. The research surveyed 410 participants from chosen family-owned enterprises utilizing convenience sampling. The study utilized structural equation modelling (SEM) and discovered that dynamic capabilities substantially impacted company growth and survival, particularly when mediated by succession planning and innovation strategies. This study highlights how enduring leadership, a fundamental characteristic of entrepreneurial doggedness, improves the agility necessary to adeptly manoeuvre through market fluctuations and competitive lenvironment.

Pike-Bowles, Townes, and Chinyamurindi (2024) examined the function of strategic flexibility as a mediator between dynamic capabilities and the performance of family-owned enterprises in a South African context. The researchers conducted a quantitative survey using 347 family business respondents in the Eastern Cape area and employed Hayes's PROCESS macro for mediation analysis. Their findings indicated that strategic flexibility substantially impacted the relationship among environmental scanning, knowledge development, and business performance. This underscores how the velocity of decision-making and adaptive capacity—elements of organizational agility—are enhanced by enduring and resilient entrepreneurial conduct in family businesses.

Ingram and Bratnicka-Mysliwiec (2021) conducted a study on Polish family enterprises to investigate the impact of organizational resilience on firm performance, with socioemotional wealth serving as a mediating variable. The study examined 193 family enterprises employing a quantitative approach and structural equation modelling analysis. Research indicated that elevated organizational resilience, fostered by continuous effort and adaptation, resulted in enhanced firm performance. Nonetheless, socioemotional wealth was observed to occasionally adversely affect this association, indicating that although emotional attachment may promote persistence, it could also impede the flexibility required for implementing challenging strategy alterations.

Zehrer and Leiß (2019) performed a qualitative case study on an individual Austrian family enterprise experiencing leadership transition. Employing an action-research methodology that incorporated interviews, journals, and observational data, they investigated the role of intergenerational learning in fostering entrepreneurial resilience. The results indicated that resilience developed through the intergenerational transmission of experience and values allows organizations to swiftly respond to crises and sustain strategic direction, essential indicators of corporate agility. This study underscores the importance of sustained, long-term thought and flexibility in managing intricate transformations within family businesses.

Methodology

The cross-sectional survey was used in this study. The accessible populations comprise of 245 CEO's of family owned business within Imo State A sample of 148 was drawn using krejcie and Morgan 1970 Table. The primary data was obtained using a well-structured questionnaire. The independent variable, entrepreneurial doggedness, was operationalized using two dimensions: persistence and resilience. Each of these constructs was measured using a set of five items. Five items were used in measuring persistence (e.g., "I keep pushing forward with my business goals even when things are tough"). Likewise, five items were used in measuring resilience (e.g., "I quickly recover from setbacks and continue working toward success"). On the other hand, the criterion variable, corporate agility, was measured using adaptive capacity and decision-making speed. Five items were used to measure adaptive capacity (e.g., "My business adapts quickly to market changes and customer needs"). Five items were also used to measure decision-making speed (e.g., "Decisions are made swiftly in my business to respond to new challenges or opportunities"). Face and content validity were used to determine the validity of the instrument used in this investigation. The reliability was determined using Cronbach's Alpha. The Cronbach's Alpha reliability level of 0.7 was used in the investigation. Values above 7.0 are considered composite reliable. Spearman's rank correlation analyses were used for the analysis.

Results and Discussion

148 questionnaires were distributed, but only 132(89.2%) copies were returned, and this constitute the valid questionnaire. The hypotheses test is undertaken at a 95.5% confidence interval and the decision rule is stated below.
Where P < 0.05 = Reject the null hypotheses

Where P > 0.05 = Accept the null hypotheses

Table 1: Correlations between Persistence and Dimensions of Corporate Agility

			Persistence	Adaptive Capacity	Decision-Making Speed
Spearman's rho	Persistence	Correlation Coefficient	1.000	.685**	.670**
		Sig. (2-tailed)	.	.000	.000
		N	132	132	132
	Adaptive Capacity	Correlation Coefficient	.685*	1.000	.645*
		Sig. (2-tailed)	.000	.	.000
		N	132	132	132
	Decision-Making Speed	Correlation Coefficient	.670**	.645**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	132	132	132

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Output, 2025.

Persistence and Adaptive capacity: As shown in Table 1, the Spearman's rho value is **0.**685 (p = 0.000), which is less than the significance threshold of 0.05. The coefficient of determination (r^2) is **0.**469, indicating that approximately 46.9 % of the variation in adaptive capacity can be explained by persistence. Based on these results, the null hypothesis (Ho_1) is rejected, and the alternative hypothesis (Ha_1) is accepted. This indicates a **significant and positive relationship** between persistence and adaptive capacity.

Persistence and Decision-making speed: Table 1 reveals a Spearman's rho value of **0.**670 (p = 0.000), which is also below the alpha level of 0.05. The r^2 value of 0.449 suggests that 44.9% of the variance in decision-making speed is attributable to persistence. Consequently, the null hypothesis (Ho_2) is rejected in favour of the alternative hypothesis. This confirms **a strong and positive relationship** between persistence and decision-making speed.

Table 2: Correlations between Resilience and The Dimension of Corporate Agility

			Resilience	Adaptive Capacity	Decision-Making Speed
Spearman's rho	Resilience	Correlation Coefficient	1.000	.695**	.715**
		Sig. (2-tailed)	.	.000	.000
		N	132	132	132
	Adaptive Capacity	Correlation Coefficient	.695**	1.000	.685*
		Sig. (2-tailed)	.000	.	.000
		N	132	132	132
	Decision-Making Speed	Correlation Coefficient	.715**	.685*	1.000
		Sig. (2-tailed)	.000	.000	.
		N	132	132	132

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Output, 2025.

Resilience and Adaptive capacity: According to Column Five of Table 2, the Spearman's rho value is **0.**695 (p = 0.000), which is below the significance level of 0.05. The coefficient of determination (r^2) is 0.483, indicating that 48.3% of the variation in adaptive

capacity is explained by resilience. Given this result, the null hypothesis (Ho_3) is rejected, and the alternative hypothesis (Ha_3) is accepted. This demonstrates a strong and significant positive relationship between resilience and adaptive capacity.

Resilience and Decision-making speed: As shown in Column Six of Table 2, the Spearman's rho value is **0.**715 (p = 0.000), which is less than the 0.05 significance level. The r^2 value is 0.511 indicating that resilience accounts for 51.1% of the variation in decision-making speed. Based on this evidence, the null hypothesis (Ho_4) is rejected in favour of the alternative hypothesis. This suggests that there is a strong significant and positive relationship between resilience and decision-making speed.

Discussion of Findings

The findings from the hypothesis testing provide significant insights into the correlation between entrepreneurial doggedness (assessed through perseverance and resilience) and corporate agility (evaluated through adaptive capacity and decision-making velocity) within family-owned enterprises in Imo State. The research revealed a substantial positive correlation between persistence and adaptive capacity, indicated by a Spearman's rho of 0.685 and a p-value of 0.000, which is below the 0.05 threshold. This indicates that entrepreneurs who persistently pursue their objectives despite obstacles tend to cultivate a culture of adaptation inside their firms. The coefficient of determination ($r^2 = 0.469$) implies that persistence explains 46.9% of the variability in adaptive capacity. This discovery corroborates previous empirical research by Lerman et al. (2022), which highlighted that enduring entrepreneurs frequently cultivate dynamic qualities that enhance organizations' responses to market swings.

Furthermore, the results indicate a robust and statistically significant correlation between persistence and decision-making speed, with a rho of 0.670 (p = 0.000). This indicates that tenacious entrepreneurs are more inclined to make swift and successful judgments, possibly owing to their proactive mentality and continual involvement with operational difficulties. Bao et al. (2021) assert that entrepreneurial doggedness has a positive correlation with rapid strategic response, particularly in volatile contexts, which is consistent with the findings of this study ($r^2 = 0.449$).

The study identified a substantial positive correlation between resilience and adaptive capacity (rho = 0.695, p = 0.000), suggesting that emotionally and psychologically resilient entrepreneurs are more adept at promoting organizational flexibility. The r^2 value of 0.483 indicates that almost 50% of the variation in adaptive ability is accounted for by resilience. This corroborates the findings of Salisu, Hashim, and Tahir (2020), who discovered that resilient executives frequently direct organizations to adjust proficiently in uncertain or unpredictable business environments.

The study revealed the most significant association between resilience and decision-making speed, indicated by a Spearman's rho of 0.715 (p = 0.000) and a r^2 of 0.511. This highlights the essential importance of emotional resilience and recovery capacity in facilitating quicker and more assured business decisions. Resilient entrepreneurs frequently exhibit clarity in high-pressure situations, hence accelerating the decision-making process (Wu, 2023). This corresponds with contemporary perspectives in agility research, which asserts that psychological capital in leadership improves operational responsiveness (Rigtering et al., 2021). In conclusion, the findings affirm that perseverance and resilience are essential characteristics of entrepreneurial doggedness, considerably impacting the adaptive and responsive capacities of family-owned enterprises in Imo State. These characteristics are particularly pertinent in Nigeria's unstable economic landscape, where adaptability is essential for sustainability and expansion.

Conclusion

This study investigated the correlation between entrepreneurial tenacity and corporate agility in family-owned enterprises in Imo State, Nigeria, emphasizing two essential facets of tenacity—persistence and resilience—and their impact on two elements of corporate agility—adaptive capacity and decision-making velocity. The analytical results, utilizing Spearman's rho correlation, offer robust empirical evidence that both persistence and resilience considerably and favourably influence organizational agility. The results indicate that tenacious entrepreneurs are more inclined to cultivate adaptive organizations and expedite decision-making, allowing their enterprises to proactively adjust to external developments. Similarly, resilient entrepreneurs play a crucial role in the firm's capacity to withstand shocks, recuperate from losses, and sustain a high degree of responsiveness. These attributes are especially vital given the hard and volatile economic environment in which numerous family enterprises in Nigeria function. This study highlights the significance of fostering entrepreneurial perseverance as a strategic asset to improve agility in family-owned businesses. Investing in human development that enhances perseverance and resilience enables company owners to markedly augment their organizations' ability to adapt, compete, and prosper. These insights are essential for policymakers, entrepreneurial support organizations, and business educators seeking to enhance the sustainability and performance of family-owned enterprises in developing nations.

Recommendation

i. Family-owned enterprises should formulate long-term objectives and cultivate a culture of resilience among its leaders and staff. Entrepreneurial training programs must underscore the significance of unwavering commitment to business objectives in the face of challenges, as this perseverance bolsters organizations' capacity to adjust to evolving market conditions.

ii. Family enterprises should implement streamlined decision-making frameworks and decentralize authority. This enables resolute entrepreneurs to respond promptly without being obstructed by bureaucratic impediments, especially in high-stress or crisis scenarios.

iii. Family-owned enterprises should cultivate psychological resilience via mentorship, stress management initiatives, and business continuity strategies. These measures will facilitate their rapid recovery from interruptions and enhance their adaptability to environmental or economic changes.

iv. The proprietors should participate in scenario preparation and pre-crisis simulations to convert resilience into expedited decision-making, These methods enhance confidence and clarity among uncertainty, guaranteeing that decisions are both prompt and well-founded, even in difficult circumstances.

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