

International Journal of Entrepreneurship (IJE)



**COMPETITIVE AGGRESSIVENESS AND ORGANIZATIONAL RESILIENCE IN
MOBILE TELECOMMUNICATION FIRMS IN RIVERS STATE, NIGERIA**

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ABSTRACT

The study examined the relationship between competitive aggressiveness and organizational resilience in mobile telecommunication firms in Rivers State. The methodology is quantitative and the research design is the cross-sectional survey. The population of the study is drawn from the regional offices or Mega Centres of four major communication firms, namely: MTN Nigeria, GLOBACOM Nigeria, AIRTEL Nigeria, and 9MOBILE Nigeria. A total of 177 senior staff (managerial and supervisory) were identified through personal visits and inquiry from the offices and centres. The sample size of 123 was determined using the Krejcie & Morgan (1970) sample size determination table. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of the SPSS version 22 package for the bivariate relationship between competitive aggressiveness and the measures of organizational resilience at a 0.05 level of significance. The results from the analysis reveal that competitive aggressiveness influences significantly the measures of organizational resilience. The study recommended that management should adopt competitive aggressive systems that are sustainable in the long run. The firms' structure and market advances should be tailored towards enhancing the application of cutting edge innovative and pro-active strategies that would allow for attainment of enduring and efficient competitive advantage.

Keywords: *Competitive Aggressiveness, Organizational Resilience, Adaptive Capacity, Situation Awareness, Vulnerability Responsiveness*

INTRODUCTION

Recently, the complexities and frequent changes experienced within the environment have necessitated managers to continuously strive for improvement in their product or service offerings. Such changes essentially call for renewal of operations and sustainable market positioning of goods and services. Incidentally, the changes could emanate from threats or shocks within the environment which may lead to organizational failures if not well managed. It is therefore expedient for organizational actors to understand and deal with the changes as they occur. Indeed, organizations are becoming more vulnerable to environmental threats and shock, irrespective of their vision and what they have set out to achieve. Managers or heads of organizations must pursue the necessary means through which it can thrive and surmount pressures or changes prevalent in the environment taking into cognizance the nature of such changes; be it sudden or otherwise. Interestingly, changes could come as a result of shock, crisis, or organizations disconnection with the environment.

Notably, the telecommunications industry is not immune to changes as a result of threats and shocks as well. Challenges such as labor turnover, non-conformance to standards and lack of indigenous experts have in some way affected telecommunication firms negatively in Nigeria. Sustained performance is therefore critical when faced with negative or detrimental environmental crisis. Thus, organizational resilience ensures survival and assured continuity in business (Alastir, 2010).

Marcos (2008) describes resilience as an organizational quality essential for innovation; making it possible for the organization to recover from shock. Resilient organizations have a high tendency for opting for the best, which is what makes them able to recover from turbulence as well as other negative change events that impact on their activities within the fast-growing global economy. In their opinion, Hollnagel, Woods & Leveson (2006) described organizational resilience as a positive quality or behavioural tendency for coping with stress or adversity. Within the workplace or organization, it can be considered as the capacity of the workers to learn, show of optimism during negative change events, and the capacity for equanimity during times of uncertainty (Hollnagel, Woods & Leveson ;2006)

Mallak (1999) noted that organizational resilience begins at the individual level. Sharing decision making power brings about a sense of shared responsibility among the workers within the organization. Resilient employees put less time accepting change which makes them improve in terms of productivity and service quality (Mallak, 1999). At the organizational level, it comprises the abilities an organization exerts to contain disconnections with its external environment and the will to change plans. Organizational resilience is simply the capacity to deal with unplanned or unforeseen systematic changes, the capacity to adapt to new methods and techniques as well as current market demands or preferences (Mallak, 1999). Resilience is a function of different factors relating to structure, age of existence, size (complexity) of the organization. Arsovski, Arsovski & Mirovic (2009) observed that various market expectations offer complexity and varying conditions and atmosphere for organizations wherein the sources of risk are handled with a degree of competitive advantage acquired through the application of business strategies (Somers, 2009). Seville, Brunson, Dantas, Le Masurier, Wilkinson and Vargo(2008) opined that organizational resilience is the enhancement of capacity to thrive; and surmount apparent challenges or problems,

as well as crisis. Organizational resilience is a continuously evolving subject given the flux of definitions and descriptions attributable to it (Mitroff, 2005). It emphasizes the ability of an organization to resuscitate and sustain or recover substantially from crises or turbulent situations (Weick & Sutcliffe, 2007) and also involves the organization's capacity for change and adaptation to the development within their external contexts (Durodie, 2003). In their study, Amah & Daminabo-Weje (2004) opined that a clear understanding of environmental (Competitors, technology, policies, government, legal system, etc.) and changes by organizations contribute to their success. They further contended that successful organizations are those that build resilient eco-system through constant adaptation that would reflect the dynamics evident in the external environment. Organizations must devise means to enhance their flexibility, adaptability and creativity levels in responding to unforeseen operating environmental conditions through a sustainable approach. Resilience reduces or minimizes the effect of unexpected crisis within an organization.

Contextually, large organizations or corporations are required to re-adjust or reinvent themselves through appropriate entrepreneurial actions. Essentially, firms would ordinarily seek new operating areas or opportunities in the market and also willing to outperform their competitors using varied strategies. Adopting sound entrepreneurial processes like competitive aggressiveness would make them improve in their market offerings and position (Rauch, Wiklund, Lumpkin & Frese, 2009).

Firms which could not take a new position against the increased intensity of the competition and/or became late to enter into the growing markets, compute the opportunity costs and try to make alternative strategies to survive or to remain in competition (Birkinshaw, Hood & Young, 2005). Firms which decide to gain share from those markets, adopt competitive aggressive behaviors by employing marketing strategies such as competing on price, increasing promotion and/or combating for the distribution channels or imitating the competitors' actions and/or products (Dess, Lumpkin, & Eisner, 2007). By acting aggressive via marketing tools, they force relatively stronger competitors to make entry barriers for the current markets. From the two points of view –either new entrants or existing firms- the purposes of these bold and aggressive behaviors are initially to remain in competition and then to make profit by fulfilling the opportunities of markets. Competitive aggressiveness is considered as a strong struggle to overcome the competitors; it is characterized by a combative attitude or aggressive response, which seeks a better positioning in the market or defeat threats. Competitive aggressiveness, which has a relationship with the organization's propensity, intensely and directly challenges its competitors reaching better market position, seeking to overcome them. Hambrick (1995) see's competitive aggressiveness as being an organization's trend in responding aggressively or looking forward to reaching competitive advantage, dominating it with responsiveness.

Similarly, Lumpkin and Dess (2016) characterized it as threat responses. Venkatraman (2003), viewed competitive aggressiveness as the position adopted by a company through allocating sources in order to gain positions in a specific market faster than its competitors. It can be based on product innovation, market development, and high investment to improve market char and to achieve a competitive position. This study therefore, examines the relationship between competitive aggressiveness and organizational resilience of mobile telecommunication firms in Rivers State, Nigeria. This study was also guided by the following research questions:

- i. What is the relationship between competitive aggressiveness and adaptive capacity of mobile communication firms in Rivers State?
- ii. What is the relationship between competitive aggressiveness and vulnerability responsiveness of mobile communication firms in Rivers State?
- iii. What is the relationship between competitive aggressiveness and situation awareness of mobile communication firms in Rivers State?

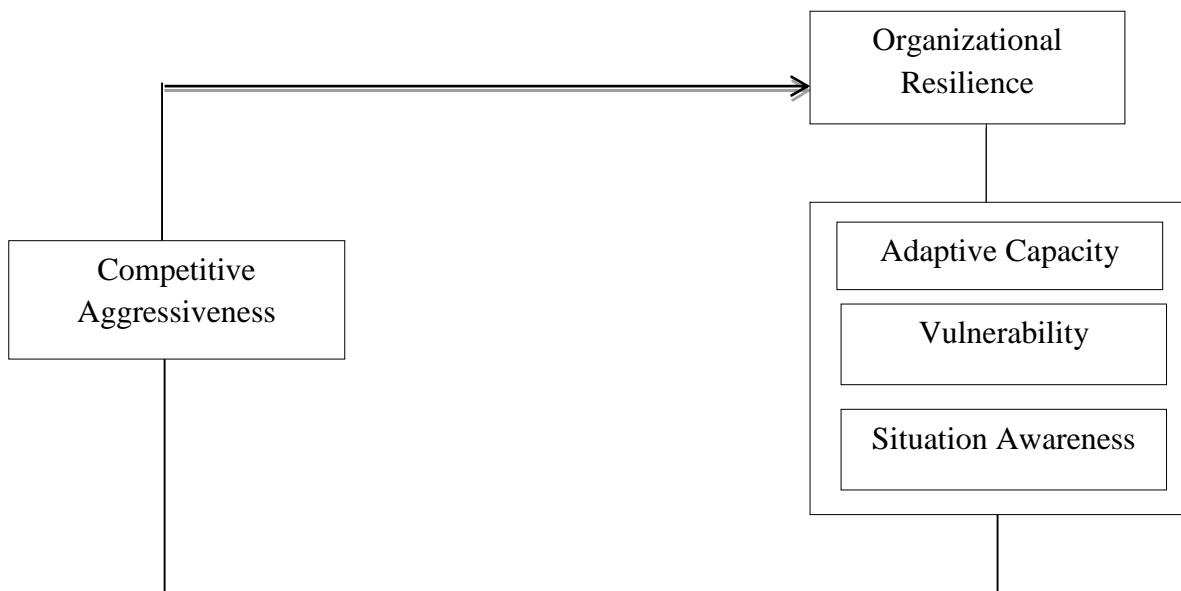


Figure 1.1 Conceptual Framework for the relationship between competitive aggressiveness and organizational resilience

Source: Author's Desk Research, 2019

LITERATURE REVIEW

Competitive Aggressiveness

Research in management studies commonly shows how the market environment is becoming more dynamic and complex. Today, people have a greater range of varieties when purchasing goods and services. People presume to receive greater quality, lesser prices, and quicker delivery but also, services that are precisely considered for their desires. The indication of the fast-accelerating intricacy of the market environment is convincing (Aigboje, 2018). Organizations are besieged to respond to shifts in the market particularly when time is not on their side. It takes time to gather new information, deduce it and then translate it into acts. Traditional decision methods are often guarded and sluggish. By the time, a new marketing enterprise is resolutely propelled; the market would have progressed onward to a novel state. The speed of technology has not reduced. Indeed, there is a broadening gap between the hastening complication of markets and the competencies of most marketers. Organizations seek to bridge the capabilities gap but are the objectives realistic?

(Muhonen, 2017). Owing to the greater speed of struggle, today's market environment has faced serious challenges (Derfus, Maggitti, Grimm & Smith;2008). Firms are continuously considering new ways of meeting up with the pace of technological change. While aggressively challenging competitors to develop themselves to the best of their game (Kawharu, Tapsell & Woods, 2017; Lumpkin & Dess, 1996). Firms are challenged with aggressive price rivalry, inventions, and marketing promotions and everyone has more pressure of satisfying their competitive benefits than ever before (Perez Lopez, González-López & Rodríguez-Ariza, 2016).

Furthermore, competitive aggressiveness is been connected with a varied choice of dimensions (Korsgaard, Anderson& Gaddefors, 2016). Linnenluecke, Griffiths and Winn, (2013) defined the dimensions of competitive aggressiveness and in what way it can affect a firm's competitive capability. These four measures they observed include; attack volume, duration, complexity, and unpredictability. The intricate relationship between these dimensions as observed by Linnenluecke, Griffiths and Winn, (2013) indicates that competitive aggressiveness is positively related to organizational resilience. Competitive aggressiveness is further been applied in entrepreneurship works through its inclusion in Lumpkin & Dess (1996) entrepreneurial orientation concept.

Organizational Resilience

In recent years, there has been growing concern for the concept of organizational resilience as an indispensable trait that organizations require to overcome serious challenges (Sheffi, 2005). As a result of discontinuities and other environmental turbulences that can have a direct impact on organizational ability to deliver substantial products and services to customers (Juttner, 2005; Burnard & Bhamra, 2011), efforts are geared towards generating continuity and contingency plans in organisations (Cerullo & Cerullo, 2004). However, it is argued that continuity plans can only work if response is immediate and easily monitored. Consequently, operating systems should be swiftly adjusted to cope with perceived threats when faced with serious environmental challenges (Vogus & Sutcliffe, 2007). Moreover, since it is a bit difficult for organizations to exactly predict the future, building organizational resilience capability is therefore the key for preparedness and survival (Ates & Bititci, 2011).

Situation Awareness

This measure describes an organization's understanding of its business landscape, its awareness of what is happening around it, and what that information means for the organization now and in the future (Pellissier, 2011). When we lose touch with the environment (situation awareness), there is the likelihood for social mistakes. Coast Guard analysis of navigational accidents for cutters and boats reveals that 40% were due to a loss of situation awareness. The loss of situation awareness usually occurs over a period of time and will leave a trail of clues. It is important that organizations stay alert for the clues that will warn of potential losses or diminished situation awareness such as confusion in market decisions, use of improper procedures, departure from regulations, failure to meet planned targets, unresolved discrepancies, ambiguities and fixation or pre-occupation. Situation awareness is dynamic, hard to maintain and easy to lose. Staying in touch all the time is very difficult for most organizations, especially during complex high stress and complex operations. Therefore, it is important that we know what behaviour is effective in keeping us aware of situations (McManus, Seville, Vargo & Brunson, 2008).

Vulnerability Responsiveness

The understanding of the concepts of poverty and vulnerability and their linkage is important in the efforts to improve the standards of living in the world. Whilst vulnerability has often been associated with poverty, it has been seen as being distinct (Moser, 1998). However, the increasing realization that poverty itself is dynamic, that some of the poor are not poor all of the time. (Yaqub, 2000) means that a useful comparison has been established between poverty and vulnerability. Being poor is a state of lack. The lack of resources or income could make an individual to be vulnerable to attack which of course is related to organizations as well. Essentially, vulnerability is a state of lack of resources which may be in form of materials, technology, skilled workers and information. The absence of any of the identified elements could hamper the operations of any organization in delivering their services. Vulnerability analysis shows those features that may negatively affect firm's operational processes now and in future.

Adaptive Capacity

The concept of adaptive capacity remains contestable but it can be defined broadly as the ability of individuals, communities, organizations, nations and other organizational actors to adapt to the current and likely future effects of changes in the society (Eakin, Lemos & Nelson, 2014). Simply put, adaptive capacity refers to the ability of a system to respond to change. It has become widely acknowledged as a fundamental component of vulnerability to change as well. Furthermore, Adger (1999) defines the concept as the ability of a system to adjust to climate change in order to moderate potential damages, to take advantage of opportunities, or cope with the consequences. In a broad sense, adaptive capacities actually represent those social and technical skills and strategies of individuals and groups that are directed towards responding to environmental and socio-economic changes. Indeed, entrepreneurs and organizational leaders deploy adaptive capacity in order to adjust to challenges they face in the environments..

Lim, Spanger-Siegfried, Burton, Malone and Huq (2005) defines adaptive capacity as the property of a system to adjust its characteristics or behaviour in order to expand its range under existing climate variability, or future climate conditions. Thus, from an organizational point of view, the adaptive capacity inherent in a system represents the set of resources available for adaptation as well as the ability or capacity of that system to use these resources effectively in pursuit of adaptation. In addition, adaptive capacity describes the organization's ability to constantly and continuously evolve to match or exceed the needs of its operating environment before those needs become critical to its survival (Lengnick-Hall, Beck & Lengnick-Hall 2011). According to McManus et al (2008), adaptive capacity is context-specific and varies from country to country, from community to community, among social groups and individuals and over time. It varies not only in terms of its value but also according to its nature. Adaptive capacity has been analysed in various ways, including its thresholds and coping ranges as well as by the conditions that a system can deal with, accommodate, adapt to, and recover from (Jaaron & Backhouse, 2011).

Competitive Aggressiveness and Organizational Resilience

The dimension of competitive aggressiveness refers to behaviour that guarantees a steady influx of new products and services aimed at outperforming competitors in the marketplace (Tan, 2008). Scanning of the market in understanding trends and development is a major feature in competitive aggressiveness. Hence, competitive aggressiveness is also seen as a futuristic perspective that assists firms in building their capacities to seek opportunities beyond its rival's territories. Kropp,

Lindsay and Shoham (2006) submitted that competitive aggressiveness is an essential element in market repositioning and the struggle for power in the marketplace.

Tang, Wu, Hung, Chen, Huang and Liu (2009) argued that indeed competitive aggressiveness is the driven force of innovation. The desire to be at the top has prompted firms to roll out innovative initiatives that help to differentiate their products and services in the marketplace. This act of competitive aggressive further aids in the creation of value through the forceful exploitation of opportunities available in the market. Firms that are not competitively aggressive are usually not endowed with huge resources as opposed to organizations that enjoy the use of enormous resources. Resource availability is one of the basic influencers of competitive aggressiveness. Minimal resources could translate to reduced risk-taking which ultimately leads to limited competitiveness. Opportunities at the marketplace can easily be recognized through proper analysis of trends which ultimately can be realized with the adoption of competitive aggressiveness.

Resulting from the foregoing, the hypotheses stated below were addressed:

H₀₁: There is no significant relationship between competitive aggressiveness and adaptive capacity of mobile telecommunication firms in Rivers State.

H₀₂: There is no significant relationship between competitive aggressiveness and vulnerability responsiveness of mobile telecommunication firms in Rivers State.

H₀₃: There is no significant relationship between competitive aggressiveness and situation awareness of mobile telecommunication firms in Rivers State.

METHODOLOGY

The methodology is quantitative and the research design is the cross-sectional survey. This study adopts an accessible population of the regional offices or mega centers of four major communication firms identified in this study, namely: MTN Nigeria, GLOBACOM Nigeria, AIRTEL Nigeria, and 9Mobile Nigeria. A total of 177 senior staff (managerial and supervisory) was identified through personal visits and inquiry from these offices and centres. The sample size of 123 was determined using the Krejcie and Morgan (1970) sample size determination table. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of the SPSS version 22 package for the bivariate relationship between the innovativeness and the measures of organizational resilience at a 0.05 level of significance.

Table 1. Reliability statistics for the instruments

	Dimensions/Measures of the study variable	Number of items	Cronbach's Alpha
1	Competitive Aggressiveness	5	.731
2	Adaptive Capacity	5	.724
3.	Situation Awareness	5	.801
4.	Vulnerability Responsiveness	5	.805

Source: Research data, 2018

DATA ANALYSIS AND RESULTS

Bivariate Analysis

Data analysis was carried out using the Spearman rank order correlation tool at a 95% confidence interval. Specifically, the tests cover the hypotheses that were bivariate and declared in the null form. We have based on the statistic of Spearman Rank (ρ) to carry out the analysis.

Decision rule: The decision rule which applies for all bivariate test outcomes is stated as follows: where $P < 0.05$, reject hypothesis on the basis or evidence significant relationship; and where $P > 0.05$, accept hypothesis on the basis of insignificant relationship between the variables. The extent of influence is on this basis assessed using the ρ interpretations provided by Bryman and Bell (2003), where:

Rho = 00-.19 “very weak”

Rho = .20-.39 “weak”

Rho = .40-.59 “moderate”

Rho = .60-.79 “strong”

Rho = .80-1.0 “very strong”

We will begin by presenting first a test of existing relationships.

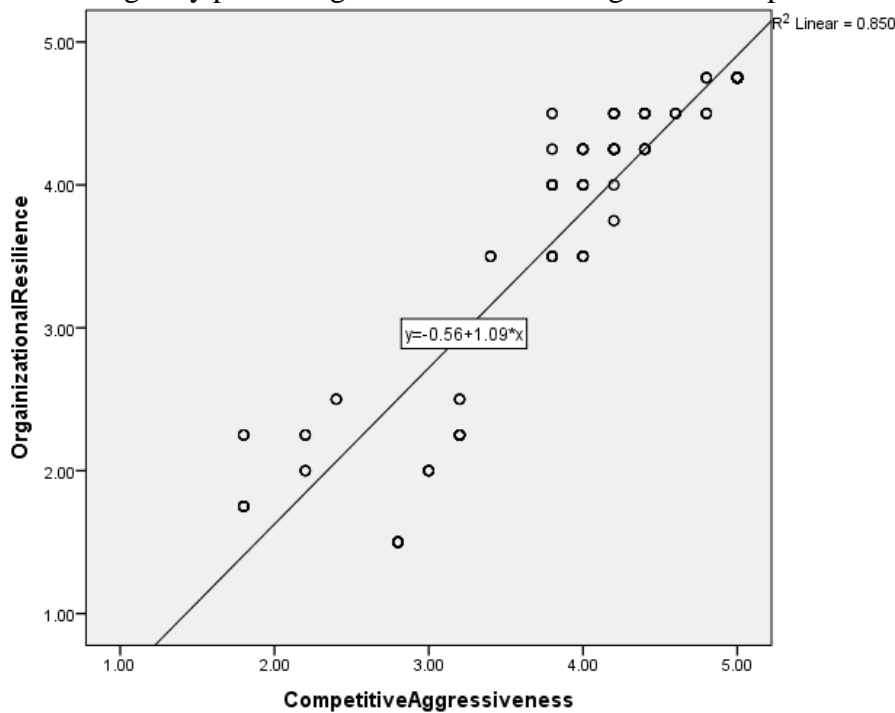


Figure 1: scatter plot relationship between competitive aggressiveness and organizational resilience

The scatter plot graph shows at R^2 linear value of (0.850) depicting a strong relationship between the two constructs. The implication is that an increase in competitive aggressiveness simultaneously brings about an increase in the level of organizational resilience. The scatter diagram has provided vivid evaluation of the closeness of the relationship among the pairs of variables through the nature of their concentration.

Table 1 Competitive aggressiveness and Organizational resilience

		Competitive	Adaptive	Situation	Vulnerable
Spearman's rho	Competitive				
	Correlation Coefficient	1.000	.719**	.263**	.400**
	Sig. (2-tailed)	.	.000	.005	.000
	N	115	115	115	115
	Adaptive				
	Correlation Coefficient	.719**	1.000	.533**	.495**
	Sig. (2-tailed)	.000	.	.000	.000
	N	115	115	115	115
	Situation				
	Correlation Coefficient	.263**	.533**	1.000	.450**
	Sig. (2-tailed)	.005	.000	.	.000
	N	115	115	115	115
Vulnerable					
Correlation Coefficient	.400**	.495**	.450**	1.000	
Sig. (2-tailed)	.000	.000	.000	.	
N	115	115	115	115	

Source: Fieldwork, 2018

Table 1 illustrates the result of the test on the relationship between competitive aggressiveness and the measures of organizational resilience.

Competitive Aggressiveness and adaptive capacity: The relationship between competitive aggressiveness and adaptive capacity is revealed to be significant with a $p = 0.000$ and $\rho = .719$. The result of the analysis shows that competitive aggressiveness impacts strongly on the adaptive capacity of the telecommunication firms. It shows that the organization's level of competitiveness and tendency to engage in rival strategies impacts strongly on its ability to react and adjust substantially to its market and environmental changes. By this, the result indicates that competitive aggressiveness contributes significantly towards improving the adaptive capacity of telecommunication firms in Rivers State; hence, the hypothesis of no significant relation is rejected.

Competitive aggressiveness and situation awareness: The relationship between competitive aggressiveness and situation awareness is revealed to be significant with a $p = 0.000$ and $\rho = .263$. The result from the analysis indicates that the influence of competitive aggressiveness on situation awareness is weak. This shows that although competitive aggressiveness significantly drives situation awareness, the impact is rather low; nonetheless, behavioural tendencies that reflect competitiveness contribute towards the telecommunications firms' ability to understand and follow the trend in their environment. This indicates that competitive aggressiveness contributes at a weak but significant level towards the situation awareness of telecommunication firms in Rivers State; hence, the hypothesis of no significant relation is rejected.

Competitive aggressiveness and vulnerability responsiveness: The relationship between competitive aggressiveness and vulnerability responsiveness is revealed to be significant with a p

= 0.000 and $\rho = .400$. The result shows that competitive aggressiveness impacts moderately on the vulnerability responsiveness of the telecommunication firms. This indicates that competitiveness and the tendency for the organization to be aggressive in its market behaviour enhances at a moderate level, its control and responsiveness towards its key vulnerabilities. This suggests that competitive aggressiveness contributes significantly towards the vulnerability responsiveness of telecommunication firms in Rivers State; hence, the hypothesis of no significant relationship is rejected.

The results for the fifth set of hypotheses with regards to the relationship between competitive aggressiveness and the measures of organizational resilience are stated as follows:

- i. There is a significant relationship between competitive aggressiveness and adaptive capacity in mobile telecommunication firms in Rivers State.
- ii. There is a significant relationship between competitive aggressiveness and situation awareness in mobile telecommunication firms in Rivers State.
- iii. There is a significant relationship between competitive aggressiveness and vulnerability responsiveness in mobile telecommunication firms in Rivers State.
- iv.

Interpretation of Bivariate Results

The competitive aggressiveness of the telecommunication firms in Rivers State is observed to impact significantly on their resilience and in that way; it enhances measures such as adaptive capacity, situation awareness and vulnerability responsiveness. The evidence from the analysis shows that competitive aggressiveness has a strong impact on the adaptive capacity of the telecommunication firms with a $\rho = .719$. This suggests that competitive aggressiveness drives the organization's capacity to change and adjust in line with its environment. It indicates that to a high degree, the involvement in competitive actions and rivalry behaviour enhances the organization's adaptive features.

Furthermore, in examining the relationship between competitive aggressiveness and situation awareness ($\rho = 2.63$), it is obvious that although the relationship is significant, it is however the least of all examined. The evidence shows that competitive aggressiveness impacts weakly on the situation awareness of the organization indicating that although competition drives the organization's need for learning and knowledge about its market, however, such high levels of competition or aggressiveness may not always generate the best learning outcomes or knowledge for the organization. This indicates that may serve the organization better to indulge more in partnerships and collaborations with regards to learning and knowledge sharing.

Concerning the relationship between competitive aggressiveness and vulnerability responsiveness, the evidence from the analysis shows that competitive aggressiveness impacts moderately on the organization's ability to respond and address key vulnerability issues. With a $\rho = .400$, the results show that the adoption and expression of aggressive business behaviour drives its capacity for quick response and treatment of issues which can be considered as critical or which relate to sensitive functions and operations. In this vein, competitive aggressiveness enhances the organization's reactions and ability to cope and control for negative outcomes in the course of business.

DISCUSSION OF FINDINGS

The findings revealed a significant and positive relationship between competitive aggressiveness and organizational resilience of mobile telecommunication firms in Rivers State. This finding concurs with the postulations of Tang, Kacmar and Busenitz (2012) who in their findings, concluded that there exists a hierarchical relationship between the components of entrepreneurship and concluded that competitive aggressiveness was at the top which creates such an environment in an organization for innovation. Ultimately, the organization can better exploit available opportunities externally and remain competitive.

Competitive aggressiveness is better-appreciated vis-a-vis achievement, anticipation, emphasis on taking initiatives, predicting changes towards a significant situation, creating change and early preparation to the happening of an impending uncertain risk (Kropp, *et al*, 2006). Competitive aggressiveness is future-focused and seeks opportunities to make profits for the organization (Kropp, *et al.*, 2006). According to Deakins and Freel, (2012) competitive aggressiveness refers to “the efforts a business makes to outperform its rivals. It is the firm’s propensity to directly and intensely challenge its competitors to achieve entry or improve position”: to outperform industry rivals in the marketplace, this is characterized by responsiveness in terms of confrontation or reactive action (Deakins & Freel, 2012). Competitive Aggressiveness as a dimension of corporate entrepreneurship refers to “the type of intensity and head-to-head posturing that new entrants often need to compete with existing rivals”. In contrast to pro-activeness, which relates to market opportunities, Competitive Aggressiveness refers to how enterprises “relate to competitors” and “respond to trends and demand that already exist in the marketplace” concerning competitors (Deakins & Freel, 2012; Lumpkin & Dess, 1996).

Adizes (2009) argued that it is essential for organizations to proactively modify and reconfigure their systems and functions in line with the expectations of their markets. That makes the organization strong and would enhance its core competencies (Adizes, 2009). Also, as a means of effectively penetrating new markets, the organization must constantly promote and support inventiveness and ingenuity in their operations and systems.

Adizes (2009) observed that in times past, positioning was at one time considered the core of any competitive strategy. However, in recent times, it has come to represent something too static for the current changes and dynamics of the business environment given that markets and technologies are constantly evolving and nothing is permanent. Furthermore, it has been observed that competition is adept at effectively replicating or copying market positions, hence competitive advantage is considered as only temporary. However, through the application of suitable strategies, organizations can effectively stand out and present themselves as unique and distinct from their competitors.

A similar effect of strengthening the resilience of the organization through its competitive aggressiveness occurs when much larger organizations overtake the smaller organizations as a means of repositioning themselves more aggressively and strategically. The incidence of new entrants who can be regarded as competitors engaging the market is much higher when the boundaries and benchmarks for entry are lowest, as well as when there are many firms who desire or wish to engage or be involved in the market, and when existing market players have no power or simply do not desire to oppose their entry into the market (Arthur, *et al.* 2008).

CONCLUSION AND RECOMMENDATIONS

This study concludes that competitive aggressiveness significantly influences adaptive capacity of mobile telecommunication firms in Rivers State. Again, competitive aggressiveness significantly influences vulnerability of mobile telecommunication firms in Rivers State. Finally, competitive aggressiveness significantly influences vulnerability of mobile telecommunication firms in Rivers State.

The study recommends that management develop and adopt competitive aggressive systems that are sustainable over a long period of time. Organizational reconfiguration and restructuring should be carried out for purposes of market advances (positioning and competitive edge) through innovation and pro-activeness which ultimately would guarantee efficiency of operations. Again, the firms should adopt innovative approaches geared towards constantly seeking better ways of improving their product offerings and services; and focus more on identifying efficient ways of delivering their products and services to avert any sudden shock or unexpected environmental changes and at the same time outperforming their rivals.

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