

Exploring the Role of Psychological Capital on Market Share of Manufacturing Firms in Nigeria

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Abstract: This study examined the influence of psychological capital on market share of manufacturing firms in Nigeria. A cross-sectional survey research design was adopted for the study. Data were collected from 89 respondents using a structured questionnaire based on a five-point Likert scale. Descriptive statistics were used to analyse the responses, while simple linear regression was employed to test the hypotheses at the 0.05 level of significance. The findings revealed a general high level of optimism among employees, with positive responses indicating that employees maintain positive expectations, remain confident about organisational objectives and sustain positive outlooks during setbacks. The regression result showed that optimism had a strong, positive and statistically significant influence on market share. Based on these findings, the study concludes that psychological capital, particularly optimism and resilience, constitutes an important human resource capable of enhancing the market position of manufacturing firms in Nigeria. The study recommends that manufacturing firms should incorporate psychological-capital development into their human-resource management practices through training, mentoring, employee support, recognition and resilience-building programmes. Such interventions can strengthen employees' ability to cope with challenges, sustain performance and contribute to improved market competitiveness.

Keywords: Psychological Capital, Optimism, Resilience, Market Share, Manufacturing Firms, Nigeria.

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INTRODUCTION

The manufacturing sector occupies an important position in the economic development of Nigeria through its contribution to employment generation, industrialisation, income creation, technological development and the production of goods for domestic and international markets. However, manufacturing firms in Nigeria operate in an increasingly competitive and uncertain environment characterised by fluctuating input costs, infrastructure deficiencies, exchange-rate pressures, changing consumer preferences and intense competition from locally produced and imported products. These conditions make it necessary for manufacturing firms to develop both tangible and intangible resources capable of sustaining competitive advantage. While financial, technological and physical resources have traditionally received considerable managerial attention, increasing attention has been given to employees' psychological resources as an important source of organisational effectiveness.

In contemporary organisational research, attention has shifted from focusing solely on employees' technical skills and financial incentives to considering their psychological well-being and internal strengths. One important concept that has emerged in this regard is psychological capital, which refers to an individual's positive psychological state characterized by self-efficacy, hope, resilience, and optimism. Employees who possess high psychological capital are more likely to remain motivated, cope effectively with workplace challenges, and maintain a strong sense of commitment to their organisations (Newman *et al.*, 2024).

However, employees' psychological resources do not operate in isolation. The organisational environment in which employees work also plays an important role in shaping their attitudes and behaviours. In this regard, organisational culture which represents the shared values, norms, beliefs, and practices that guide behaviour within an organisation can influence how employees perceive their work and respond to workplace demands. A supportive and positive organisational

culture can strengthen the impact of employees' psychological capital by encouraging collaboration, trust, and employee engagement, thereby enhancing their commitment to the organisation. Conversely, a weak or unsupportive organisational culture may reduce the positive effects of psychological capital on employee commitment.

The term 'Psychological Capital' (PC) refers to the positive and lasting mental and emotional resources and capacities of an organisation's employees (Akponso *et al.*, 2021). The concept of PC is a fundamental concept in the area of positive organisational behaviour. It lays emphasis on the positive nature and strength of employees and their constructive roles in stimulating the needed productivity and growth of an organisation. The actions of people are largely controlled by their psychological state and PC as a management concept focuses on the positive mindsets of employees and how they influence their actions at any given time. The dimensions of PC as suggested by Luthans and Avolio (2014) are; self-efficacy, resilience, optimism and hope.

Self-efficacy is the belief an employee has about his or her capability to successfully accomplish an assigned task. It can also be defined as the confidence employees have in their ability to achieve desired outcomes within their professional fields. Resilience is an employee's capacity to withstand and recover from job related challenges such as conflicts, failures, increased responsibilities and changes. It is also concerned with an employee's ability to remain focused and committed in the face of challenging situations.

Optimism as a proxy of Psychological Capital simply refers to an expectation of positive outcomes by an employee. Employees who are pessimists often have expectations of negative work outcomes while the optimists tend to anticipate positive outcomes (Trung, 2021). Hope as a dimension of PC is a positive motivational state of mind that is characterized by the anticipation of an auspicious future outcome. It has to do with being expectant about desired result. Training and development programmes are some of the strategies used in nurturing hope among employees.

Market share, on the other hand, represents the proportion of total industry sales or market demand accounted for by a particular firm or brand. It is an important indicator of a firm's competitive position because an increase in market share may indicate that the organisation is attracting more customers, retaining existing customers and performing better relative to competitors. For manufacturing firms, maintaining or increasing market share requires effective production, product quality, innovation, marketing, customer service and responsiveness to changing market conditions. Consequently, market share is not determined solely by physical or financial resources; it can also be influenced

by the quality and behaviour of the human resources responsible for deploying those resources.

Despite the growing literature on psychological capital and employee or organisational performance, there remains a need to examine its relationship with market share, particularly within Nigerian manufacturing firms. Much of the established PsyCap literature focuses on employee performance, job satisfaction, commitment, engagement and general organisational outcomes (Luthans *et al.*, 2007; Luthans *et al.*, 2008). Even recent Nigerian evidence has concentrated on business growth rather than market share specifically. Therefore, the extent to which employees' psychological capital translates into a firm's competitive position, as reflected in its market share, requires further empirical investigation.

Statement of the Problem

The manufacturing sector remains an important component of Nigeria's economic development through its contribution to employment generation, value creation, industrialisation and the provision of goods and services. However, manufacturing firms in Nigeria continue to operate in a highly competitive and uncertain business environment. Challenges such as inadequate infrastructure, high energy costs, exchange-rate fluctuations, rising production costs, limited access to finance, changing consumer preferences and competition from imported products have made it increasingly difficult for firms to maintain and expand their market positions. Consequently, sustaining and increasing market share has become a major concern for manufacturing firms seeking long-term competitiveness and survival.

One major concern is that some manufacturing firms may focus substantially on physical, technological and financial resources while paying inadequate attention to employees' psychological resources. Psychological capital, comprising self-efficacy, hope, optimism and resilience, represents positive psychological capacities that can influence how employees respond to challenges, pursue organisational goals and adapt to changing circumstances. Where employees possess low self-efficacy, for instance, they may lack confidence in handling difficult tasks or developing solutions to operational problems. Similarly, inadequate hope may reduce employees' ability and motivation to identify alternative ways of achieving organisational goals. Low optimism may result in negative expectations about organisational outcomes, while poor resilience may make employees less capable of recovering from setbacks, failures and workplace pressures.

The problem becomes more significant in the Nigerian manufacturing environment because firms frequently encounter disruptions that require employees to adapt and remain productive. Production interruptions,

increasing input costs, supply-chain difficulties, technological changes and competitive pressures require employees who can remain confident, motivated, optimistic and resilient. Where these psychological capacities are weak, employees may experience reduced motivation, lower persistence, resistance to change and diminished work effectiveness. These outcomes can potentially affect product quality, customer satisfaction, innovation, responsiveness and ultimately the firm's ability to retain and attract customers. Conversely, employees with stronger psychological capital may be more capable of overcoming challenges and contributing to organisational competitiveness.

It is against this background that this study seeks to examine the influence of psychological capital on the market share of manufacturing firms in Nigeria.

Objectives of the Study

The main objective of this study is to examine the influence of psychological capital on the market share of manufacturing firms in Nigeria. Specific objectives include;

- i. To examine the influence of optimism on the market share of manufacturing firms in Nigeria.
- ii. To examine the influence of resilience on the market share of manufacturing firms in Nigeria.

Research Questions

- i. What is the influence of optimism on the market share of manufacturing firms in Nigeria?
- ii. What is the influence of resilience on the market share of manufacturing firms in Nigeria?

Research Hypotheses

H₀₁: There is no significant influence of optimism on the market share of manufacturing firms in Nigeria.

H₀₂: There is no significant influence of resilience on the market share of manufacturing firms in Nigeria.

REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Psychological Capital

Psychological capital (PsyCap) refers to the positive psychological resources that individuals possess and can develop to improve their functioning at work. Psychological capital represents an intangible human resource that can contribute to competitive advantage. Unlike physical assets, machinery and financial resources, PsyCap resides in employees and managers and influences how they respond to opportunities, challenges and setbacks. It is commonly represented by four major dimensions: self-efficacy, hope, optimism and resilience. In the context of manufacturing firms, these psychological resources are important because employees and managers operate in environments characterised by production pressures, technological changes, intense competition, changing consumer preferences and economic uncertainty. Consequently, the psychological capacity of employees can influence

productivity, innovation, customer responsiveness and, ultimately, the ability of a firm to maintain or increase its market share.

Ijje, Zhen and Korankye (2021) specifically examined psychological capital in the Nigerian manufacturing sector. Their study involving employees of Nestlé Nigeria, Unilever Nigeria, Nigerian Breweries and Nigerian Bottling Company found that psychological capital had a positive and significant effect on employee innovative behaviour. More importantly, psychological capital moderated the negative relationship between workload and innovative behaviour. This suggests that employees possessing strong psychological resources may be better able to transform demanding working conditions into productive and innovative outcomes.

Resilience

Resilience is the capacity to recover from adversity, failure, pressure or significant change. This dimension is particularly important in the Nigerian manufacturing environment because firms may encounter inflation, foreign-exchange difficulties, high operating costs, supply-chain disruptions, infrastructure problems and changes in consumer purchasing power. Employees with strong resilience are more capable of maintaining performance when organisations experience difficult circumstances. Rather than allowing setbacks to permanently reduce productivity, resilient employees can adapt to new circumstances and continue pursuing organisational objectives. Barinua and Inko-Tariah (2026) found a positive relationship between resilience and business growth among manufacturing firms in South-South Nigeria. Their findings suggest that employees' ability to adapt to challenges and recover from setbacks can support organisational expansion, sales and competitiveness.

Optimism

Optimism represents the tendency to expect positive outcomes while interpreting setbacks as temporary and manageable. In manufacturing firms, optimistic employees and managers may be more willing to experiment with new production techniques, introduce new products and pursue opportunities in emerging markets. Optimism does not imply ignoring organisational problems. Rather, it provides employees with a positive orientation that can encourage constructive responses to challenges. When combined with realistic planning, optimism can promote persistence and innovation. The importance of positive psychological resources is also demonstrated by Adekanmbi and Ukpere (2022), who examined psychological capital alongside leadership and high-performance human-resource practices in organisations across Nigeria and Ghana, including manufacturing organisations. Their study highlights the relevance of PsyCap to sustainable organisational performance and employee wellbeing in contemporary organisations.

Market Share in the Nigerian Manufacturing Firms

Market share represents the proportion of total industry sales or customers captured by a particular firm relative to competitors. Maintaining market share requires firms to offer competitive prices, quality products, reliable distribution, effective customer service and continuous innovation. Recent Nigerian manufacturing studies reinforce the importance of organisational capabilities in achieving market-share outcomes. Madume, Okereke and Omojefe (2024), for example, examined manufacturing firms in Port Harcourt and used market share and innovation as indicators of organisational performance. Their findings showed that strategic planning dimensions such as environmental scanning, strategy formulation, strategy implementation and evaluation enhanced organisational performance.

Similarly, Udofia and Ekpudu (2025) found that total quality management had positive and significant effects on organisational productivity and market share among manufacturing firms in Lagos. Their study also reported a positive relationship between organisational productivity and market share. These findings are important because psychological capital can support the employee behaviours—commitment, persistence, innovation, problem-solving and quality consciousness—that contribute to productivity and competitive performance.

Theoretical Framework

Conservation of Resources (COR) Theory

Conservation of Resources (COR) Theory, developed by Hobfoll, explains how individuals seek to acquire, preserve and protect resources that are valuable to them. Resources may include personal characteristics, social relationships, energy, skills and psychological capacities. Applied to psychological capital, hope, self-efficacy, optimism and resilience can be regarded as personal psychological resources. Employees possessing these resources are better equipped to cope with stressful working conditions and organisational challenges. Nimmi *et al.*, (2021), for example, explicitly applied COR theory to the HERO components of psychological capital. Their study found that hope, self-efficacy and optimism contributed to perceived employability, while resilience and self-efficacy played important mediating roles. The authors described these psychological resources as forming "resource caravans" that help individuals navigate changing environments.

This theory is particularly relevant to Nigerian manufacturing firms because employees may face workload pressures, changing technology, uncertainty and organisational restructuring. When employees possess strong psychological resources, they may be less likely to become overwhelmed by these challenges and more likely to maintain productive behaviour.

Empirical Review

Barinua and Inko-Tariah (2026) conducted Psychological Capital and Business Growth of Manufacturing Firms in South-South Nigeria. A cross-sectional survey design was adopted, and data were collected from 225 managerial employees across 45 manufacturing firms. The researchers used structured questionnaires and analysed the data using descriptive statistics and Spearman's Rank Order Correlation at the 0.05 significance level. The study focused on self-efficacy, resilience and hope as dimensions of psychological capital. Its findings showed strong positive relationships between the three dimensions and business growth. Specifically, the authors reported that employees' confidence, adaptability and goal-directed optimism contributed to improved sales, strategic expansion, innovation and overall organisational performance.

Gambo and Aiyelabegan (2026) investigated sense of community at work and alignment with organisational values as predictors of adaptive capacity under work stress among employees of manufacturing firms in Lagos State, Nigeria. The study was grounded in Conservation of Resources Theory and employed a correlational survey design involving 386 employees from five major manufacturing organisations. Although the study did not use psychological capital as its principal independent variable, it is relevant because adaptive capacity is closely related to resilience, one of the four major dimensions of psychological capital. The study examines how employees and manufacturing organisations respond to work stress and changing circumstances. The study consequently supports the argument that psychological resources and organisational conditions that strengthen resilience can contribute to competitive performance. In practical terms, an adaptable manufacturing workforce can help prevent customers from moving to competitors during periods of disruption.

Tang, Huang and Zou (2026) investigated the relationship between sustainable transformational leadership, psychological capital, social capital and sustainable innovation ambidexterity in manufacturing organisations in China. Data were collected from 520 employees across different hierarchical levels of manufacturing organisations, and the researchers used partial least squares structural equation modelling (PLS-SEM). The findings showed that sustainable transformational leadership was significantly associated with psychological capital and sustainable innovation ambidexterity. Psychological capital was also significantly associated with sustainable innovation ambidexterity. The study therefore demonstrates that psychological capital can help manufacturing employees and organisations develop the capacity to pursue different forms of innovation while maintaining operational effectiveness.

Ojeleye and Mustapha (2025) investigated the relationship between psychological capital and sustainable performance among Nigerian small and medium-sized enterprises. The study also examined the mediating role of entrepreneurial competence. A cross-sectional survey design was used, with 333 respondents, and the researchers employed quantitative methods to examine the proposed relationships. The study supports the argument that psychological capital contributes to sustainable organisational performance through the development and application of entrepreneurial capabilities.

Arkan, Osuji and Ekwuribe (2024) examined how personal networks and peer interactions influence psychological capital and business performance among small-business owners in the Aba industrial district of Nigeria. The study used survey data and structural equation modelling to test the proposed relationships. The researchers argued that peer interactions provide psychological benefits that help business owners deal with stress and difficult business conditions. Their findings strongly supported the proposed model, showing that personal networks can facilitate the development of psychological capital and, consequently, improve business performance.

METHODOLOGY

This study adopted a cross-sectional survey research design. The design was considered appropriate because the study seeks to examine the influence of psychological capital on the market share of manufacturing firms in Nigeria using data obtained from respondents at a particular point in time. The design enables the researcher to collect primary data from employees and managerial personnel of selected manufacturing firms and statistically determine the relationship between psychological capital and market share.

The population of the study comprises managerial and supervisory employees of selected manufacturing firms operating in Nigeria. The choice of managerial and supervisory employees is based on the assumption that these categories of employees possess sufficient knowledge of employee behaviour, production activities, customers, sales performance and the competitive position of their organisations. The target population of study managerial and supervisory employees of Champion Brewery Uyo, Akwa Ibom

State, at the various branches under study. From the Human Resource department of Champion Brewery Plc, Uyo Akwa Ibom State, the total population of the managerial and supervisory employees working in the organization is Ninety 90.

Primary source was used for the information for the study. A structured questionnaire was used to collect primary data from managerial and supervisory employees of Champion Brewery Plc, Uyo Akwa Ibom State and the filled questionnaire was used for the statistical analysis. The researcher had used a structured questionnaire with close-ended questions designed under the title 'Psychological Capital and the market share of manufacturing firms in Nigeria' to obtain data from the respondents. Responses were obtained on a five-point Likert-type scale with ordinal level of measurement: Strongly Agree (5), Agree (4), Disagree (3), Strongly Disagree (2) and Undecided (1).

Model Specification

$$MS = \beta_0 + \beta_1 OPTI + e_1 \quad \text{Equation 3.1}$$

$$MS = \beta_0 + \beta_2 RESIL + e_2 \quad \text{Equation 3.2}$$

Where:

MS = Market Share

OPTI = Optimism

RESIL = Resilience

β_0 = Regression constant

β_1 - β_2 = Direct-effect regression coefficient

e_1 - e_2 = Stochastic error terms.

The answers of the questionnaires were summarised using descriptive statistics (frequency and percentage). Simple linear regression testing was appropriate for the hypotheses one and two. The hypotheses were tested at 5% level of significance. If $p < 0.05$, rejected the null hypothesis; if $p \geq 0.05$, retain the null hypothesis. The analyses were carried out using the Statistical Package for Social Sciences (SPSS).

DATA PRESENTATION, ANALYSIS AND FINDINGS

Data obtained from the field were presented and analysed in this chapter while the findings in the chapter were also presented. The presentation helped to either accept or reject the formulated hypotheses.

Presentation of Data

Table 1: Descriptive Analysis of Optimism

Optimism Dimension	SA	A	SD	D	N
Employees in my organisation generally expect positive outcomes even when the business environment is challenging.	27 (30.3%)	39 (43.8%)	10 (11.2%)	9 (10.1%)	4 (4.5%)
Employees in my organisation remain confident that the firm will achieve its future business objectives.	20 (22.5%)	27 (30.3%)	16 (18.0%)	11 (12.4%)	15 (16.9%)
Employees in my organisation maintain a positive outlook when the firm experiences temporary setbacks	34 (38.2%)	41 (46.1%)	9 (10.1%)	4 (4.5%)	1 (1.1%)

Employees in my organisation believe that the firm has the ability to succeed despite uncertainties in the manufacturing industry.	34 (38.2%)	30 (33.7%)	12 (13.5%)	9 (10.1%)	4 (4.5%)
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Source: Researcher's Compilation (2026)

For the first statement, “Employees in my organisation generally expect positive outcomes even when the business environment is challenging,” 27 respondents (30.3%) strongly agreed and 39 respondents (43.8%) agreed. Thus, 66 respondents (74.1%) expressed agreement. In contrast, 10 respondents (11.2%) strongly disagreed, 9 (10.1%) disagreed and 4 (4.5%) were neutral. This suggests that most employees maintain positive expectations despite difficult business conditions.

For the second statement, “Employees in my organisation remain confident that the firm will achieve its future business objectives,” 20 respondents (22.5%) strongly agreed and 27 (30.3%) agreed, giving a total positive response of 47 respondents (52.8%). However, 16 respondents (18.0%) strongly disagreed, 11 (12.4%) disagreed and 15 (16.9%) were neutral. Although agreement was higher than disagreement, this item recorded the lowest level of positive response, indicating relatively lower confidence regarding the achievement of future business objectives.

For the third statement, “Employees in my organisation maintain a positive outlook when the firm experiences temporary setbacks,” 34 respondents (38.2%) strongly agreed and 41 (46.1%) agreed, giving a combined positive response of 75 respondents (84.3%). Only 9 respondents (10.1%) strongly disagreed, 4 (4.5%) disagreed and 1 (1.1%) was neutral. This was the highest-rated indicator of optimism, showing that employees are generally able to maintain a positive attitude when their organisations experience temporary difficulties.

For the fourth statement, “Employees in my organisation believe that the firm has the ability to succeed despite uncertainties in the manufacturing industry,” 34 respondents (38.2%) strongly agreed and 30 (33.7%) agreed, representing 64 respondents (71.9%) in total. Conversely, 12 respondents (13.5%) strongly disagreed, 9 (10.1%) disagreed and 4 (4.5%) were neutral.

Table 2: Descriptive Analysis of Resilience

Resilience Dimension	SA	A	SD	D	N
Employees in my organisation recover quickly after experiencing work-related setbacks.	34 (38.2%)	16 (18.0%)	11 (12.4%)	19 (21.3%)	9 (10.1%)
Employees in my organisation remain effective when faced with difficult business conditions.	37 (41.6%)	38 (42.7%)	9 (10.1%)	4 (4.5%)	1 (1.1%)
Employees in my organisation are able to adapt to unexpected changes in the manufacturing environment.	27 (30.3%)	39 (43.8%)	9 (10.1%)	10 (11.2%)	4 (4.5%)
Employees in my organisation remain committed to achieving organisational goals during periods of crisis or pressure	39 (43.8%)	27 (30.3%)	11 (12.4%)	8 (9.0%)	4 (4.5%)

Source: Researcher's Compilation (2026)

For the first statement, “Employees in my organisation recover quickly after experiencing work-related setbacks,” 34 respondents (38.2%) strongly agreed and 16 (18.0%) agreed, giving a combined positive response of 50 respondents (56.2%). In contrast, 11 respondents (12.4%) strongly disagreed, 19 (21.3%) disagreed and 9 (10.1%) were neutral. This indicates that although the majority agreed that employees recover quickly from setbacks, a considerable proportion expressed disagreement, suggesting that recovery from work-related difficulties may not be equally strong among all employees.

For the second statement, “Employees in my organisation remain effective when faced with difficult business conditions,” 37 respondents (41.6%) strongly agreed and 38 (42.7%) agreed, representing a combined positive response of 75 respondents (84.3%). Only 9 respondents (10.1%) strongly disagreed, 4 (4.5%) disagreed and 1 (1.1%) was neutral. This represents the highest level of agreement among the resilience

indicators. The result suggests that employees are generally able to maintain their effectiveness even when confronted with difficult business conditions.

For the third statement, “Employees in my organisation are able to adapt to unexpected changes in the manufacturing environment,” 27 respondents (30.3%) strongly agreed and 39 (43.8%) agreed, giving a combined positive response of 66 respondents (74.1%). Conversely, 9 respondents (10.1%) strongly disagreed, 10 (11.2%) disagreed and 4 (4.5%) were neutral.

For the fourth statement, “Employees in my organisation remain committed to achieving organisational goals during periods of crisis or pressure,” 39 respondents (43.8%) strongly agreed and 27 (30.3%) agreed, resulting in a combined positive response of 66 respondents (74.1%). On the other hand, 11 respondents (12.4%) strongly disagreed, 8 (9.0%) disagreed and 4 (4.5%) were neutral.

Table 3: Descriptive Analysis of Market Share

Market Share Dimension	SA	A	SD	D	N
Our firm has increased its share of the market relative to competing manufacturing firms.	34 (38.2%)	41 (46.1%)	9 (10.1%)	4 (4.5%)	1 (1.1%)
Our firm has experienced growth in the number of customers served over the past few years.	27 (30.3%)	20 (22.5%)	16 (18.0%)	11 (12.4%)	15 (16.9%)
Our firm has maintained or increased its sales relative to major competitors in the industry.	27 (30.3%)	39 (43.8%)	9 (10.1%)	10 (11.2%)	4 (4.5%)
Our firm has strengthened its competitive position in the Nigerian manufacturing market.	27 (30.3%)	39 (43.8%)	9 (10.1%)	10 (11.2%)	4 (4.5%)

Source: Researcher's Compilation (2026)

For the first statement, “Our firm has increased its share of the market relative to competing manufacturing firms,” 34 respondents (38.2%) strongly agreed and 41 (46.1%) agreed, giving a combined positive response of 75 respondents (84.3%). Only 9 respondents (10.1%) strongly disagreed, 4 (4.5%) disagreed, while 1 (1.1%) was neutral. This represents the highest level of agreement among the four market-share indicators and suggests that most respondents perceive their firms as having improved their market position relative to competitors.

For the second statement, “Our firm has experienced growth in the number of customers served over the past few years,” 27 respondents (30.3%) strongly agreed and 20 (22.5%) agreed, representing 47 respondents (52.8%) who expressed positive responses. Conversely, 16 respondents (18.0%) strongly disagreed and 11 (12.4%) disagreed, while 15 (16.9%) were neutral. Although the majority agreed that their firms had experienced customer growth, this indicator recorded the lowest level of agreement. This suggests that customer expansion may not have been as consistent across all the firms studied.

Regarding the third statement, “Our firm has maintained or increased its sales relative to major competitors in the industry,” 27 respondents (30.3%) strongly agreed and 39 (43.8%) agreed, producing a combined positive response of 66 respondents (74.1%). In contrast, 9 respondents (10.1%) strongly disagreed, 10 (11.2%) disagreed and 4 (4.5%) were neutral. The result indicates that a substantial majority believe their firms have maintained or improved their sales position relative to major competitors.

For the fourth statement, “Our firm has strengthened its competitive position in the Nigerian manufacturing market,” 27 respondents (30.3%) strongly agreed and 39 (43.8%) agreed, giving a total positive response of 66 respondents (74.1%). Meanwhile, 9 respondents (10.1%) strongly disagreed, 10 (11.2%) disagreed and 4 (4.5%) were neutral. This indicates that most respondents perceive their firms as having strengthened their competitive position within the Nigerian manufacturing market.

Testing of Hypotheses

Hypothesis One

H₀₁: There is no significant influence of optimism on the market share of manufacturing firms in Nigeria.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.890 ^a	.793	.790	.38470
a. Predictors: (Constant), Optimism				

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	49.212	1	49.212	332.521	.000 ^b
	Residual	12.876	87	.148		
	Total	62.088	88			
a. Dependent Variable: Market Share						
b. Predictors: (Constant), Optimism						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.897	.161		5.580	.000
	Optimism	.752	.041	.890	18.235	.000
a. Dependent Variable: Market Share						

The result shows a strong positive relationship between optimism and market share, as indicated by the correlation coefficient ($R = 0.890$). This suggests that higher levels of optimism among employees and managers are strongly associated with improved market share of manufacturing firms. The R^2 of 0.793 indicates that optimism explains approximately 79.3% of the variation in market share, while the remaining 20.7% is attributable to other factors not included in the model.

The ANOVA result further demonstrates that the regression model is statistically significant ($F = 332.521$, $p = 0.000$). Since the significance value is less than the 0.05 level of significance, the model provides sufficient evidence that optimism significantly predicts market share.

The coefficient result provides additional evidence of the direction and magnitude of the relationship. Optimism has a positive unstandardized coefficient ($B = 0.752$) and a standardized beta coefficient of $\beta = 0.890$. This implies that a one-unit increase in optimism is associated with an estimated 0.752-unit increase in market share, all else being equal. The coefficient is statistically significant ($t = 18.235$, $p = 0.000$). Therefore, the null hypothesis that optimism has no significant influence on the market share of manufacturing firms in Nigeria is rejected. The finding suggests that optimistic employees and managers are

more likely to maintain positive expectations, remain motivated during difficult business conditions, and pursue organisational objectives despite market uncertainties. In manufacturing firms, such attitudes can encourage persistence in marketing activities, responsiveness to customers, innovation and effective utilisation of business opportunities, which may contribute to stronger competitive positioning and market share.

This finding is consistent with recent evidence on psychological capital in Nigerian manufacturing and business settings. Barinua and Inko-Tariah (2026) found that psychological-capital characteristics were positively associated with business growth among manufacturing firms in South-South Nigeria. Similarly, Arikan, Osuji and Ekwuribe (2024) reported that psychological capital developed through supportive peer interactions could contribute to improved business performance among small business owners in Nigeria. These findings support the broader argument that positive psychological resources can enhance employees' and managers' capacity to pursue organisational objectives and improve firm outcomes.

Hypothesis Two

H02: There is no significant influence of resilience on the market share of manufacturing firms in Nigeria

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.833 ^a	.694	.690	.46762
a. Predictors: (Constant), Resilience				

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	43.064	1	43.064	196.943	.000 ^b
	Residual	19.024	87	.219		
	Total	62.088	88			
a. Dependent Variable: Market Share						
b. Predictors: (Constant), Resilience						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.429	.240		1.785	.078
	Resilience	.839	.060	.833	14.034	.000
a. Dependent Variable: Market Share						

The regression result indicates that resilience has a positive and statistically significant influence on the market share of manufacturing firms in Nigeria. The Model Summary shows a strong positive relationship between resilience and market share, with $R = 0.833$. This implies that firms with higher levels of employee and managerial resilience tend to record higher levels of market share.

The R Square value of 0.694 indicates that resilience explains 69.4% of the variation in market share among the manufacturing firms examined. The Adjusted R Square of 0.690 further indicates that approximately 69.0% of the variation in market share is explained by resilience after adjusting for the model. The remaining 30.6% may be explained by other factors not included in the model, such as product quality, pricing strategy,

technology, customer loyalty, marketing strategy and competitive intensity.

The ANOVA result confirms that the regression model is statistically significant. Specifically, the model produced an F-statistic of 196.943 with a significance value of 0.000. Since $p = 0.000 < 0.05$, the regression model significantly explains variations in market share. Therefore, resilience is a significant predictor of market share.

The coefficient result provides further evidence of the positive effect of resilience. Resilience has an unstandardized coefficient of $B = 0.839$, with a standard error of 0.060. Its standardized coefficient is $\beta = 0.833$, while the corresponding t-value is 14.034 with $p = 0.000$. This means that a one-unit increase in resilience is associated with an estimated 0.839-unit increase in market share, assuming other factors remain constant. The positive beta coefficient indicates that the relationship between resilience and market share is in the same direction.

The finding implies that resilient employees and managers are better positioned to cope with production challenges, economic uncertainty, competitive pressures, supply disruptions and other difficulties confronting manufacturing firms in Nigeria. When employees recover quickly from setbacks and remain committed to organisational objectives during difficult periods, firms may be better able to maintain productivity, satisfy customers and respond effectively to changes in the market. These outcomes can contribute to maintaining or expanding the firm's market share.

The finding is consistent with Barinua and Inko-Tariah (2026), who reported a positive relationship between psychological capital and business growth among manufacturing firms in South-South Nigeria. Their findings support the view that psychological resources such as resilience can help employees and managers cope with organisational challenges and sustain behaviours that contribute to business growth. It also agrees with Arkan, Osuji and Ekwuribe (2024), who found that psychological capital can support improved business performance by helping business owners manage stress and challenges.

Summary of Findings

The study examined the influence of psychological capital on the market share of manufacturing firms in Nigeria, with particular attention to optimism and resilience as dimensions of psychological capital. Data were collected from 89 respondents and analysed using descriptive statistics and simple linear regression.

The findings from the descriptive analysis revealed that employees generally demonstrated a high level of optimism. A majority of respondents agreed that

employees expect positive outcomes even when the business environment is challenging, remain confident about achieving organisational objectives, maintain a positive outlook during temporary setbacks, and believe that their firms can succeed despite uncertainties in the manufacturing industry. The strongest response was recorded for maintaining a positive outlook during temporary setbacks, with 84.3% of respondents agreeing or strongly agreeing.

The study also found a generally high level of resilience among employees. Most respondents agreed that employees remain effective during difficult business conditions, adapt to unexpected changes in the manufacturing environment, and remain committed to organisational goals during periods of crisis or pressure.

CONCLUSION

Based on the findings, the study concludes that psychological capital is an important organisational resource capable of contributing to the market success of manufacturing firms in Nigeria. Employees who possess positive psychological resources are more likely to remain motivated, cope effectively with challenges, adapt to changes and maintain commitment to organisational objectives.

Specifically, the study concludes that optimism significantly and positively influences market share. Employees and managers who maintain positive expectations about the future and believe in the ability of their organisations to overcome challenges may contribute to sustained effort, better responses to business opportunities and improved competitive performance. The study also concludes that resilience significantly and positively influences market share. Employees who are able to recover from setbacks, remain effective under pressure, adapt to unexpected changes and sustain their commitment during crises can help manufacturing firms maintain operational effectiveness and competitiveness.

Recommendations

Based on the findings and conclusions of the study, the following recommendations are made:

- i. Management should create a work environment that promotes positive expectations, confidence and constructive attitudes toward organisational challenges. Employees should be regularly informed about organisational achievements, future plans and opportunities for growth.
- ii. Manufacturing firms should provide training, mentoring, coaching and employee-support programmes that enable workers to recover from setbacks and remain productive during periods of pressure or organisational difficulty.

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