

# TALENT MANAGEMENT AND ORGANIZATIONAL RESILIENCE OF HOSPITALITY FIRMS IN THE SOUTH - EAST OF NIGERIA

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## Abstract

*This study ascertained talent management and organisational resilience of hospitality firms in the South-East of Nigeria. The major objective of the study assessed empirically the interrelationship between talent management and organisational resilience of hospitality firms in this area of the country. The study covered a sample of registered and functional hotels in the South-East. The methodology explored was descriptive statistics and Spearman Rank Order Correlation Coefficient employing the Statistical Package for Social Sciences (SPSS) to achieve the objective of the research. The findings revealed that Talent Attraction and Absorptive Capability as well as Talent Development and Adaptive Capability had positive and significant relationships and were essential factors in organisations that help increase both Absorptive and Adaptive Capabilities. The study, therefore, recommended as follows: management of hospitality firms should organize development and training programmes regularly for employees, so as to have better talents that would work in ensuring that the firm remains resilient. Also, they should be proactive in identifying the talent pools that are needed for the firms to be adaptive and have competitive advantage.*

**Keywords:** Talent Management, Organizational Resilience, Hospitality Firms, South - East and Nigeria.

## 1.0 INTRODUCTION

The fierce competition and constantly changing circumstances in the business environment have increased concerns amongst firms over organizations' ability to anticipate and positively respond to changes in the business environment. Though organizations react differently when faced with destructive dangerous situations, some adjusted successfully and continue to grow while some eventually closed down due to lack of adequate response. The challenge for organizations today is to develop new organizational form; one with the capacity for continuously responding to change (Deevy, 1995). Organizations that are resilient are able to create a structure which gives security and stability during periods of change. He suggested that the ultimate test for any organization today can be

summarized in a single question. Is it sufficiently resilient to cope with an increasingly turbulent and unpredictable environment? Organizations that are resilient conscious would withstand any unforeseen circumstances compared to those that are not (Eketu & Ifionu, 2015).

The hospitality industry in Nigeria is one of the priority sectors currently engaged by government to facilitate economic growth, generate job opportunities and foreign exchange. The hospitality business is people oriented and as such hospitality industry needs to adapt strategic approach to managing and developing their human resource in general and talents more specifically to sail through the storm of crises (Lengnic-Hall et al, 2011). The industry is simply companies or corporate organizations that specialize in providing food, drink, accommodation to all kinds of people that are away from home with liberality and goodwill. Therefore, hospitality has successfully met the two basic needs of human society by providing food and shelter. Ikiriko et al, (2017), argued that the hospitality industry was one of the world's largest industries, which attracted over five hundred million people (that is, strangers, tourists, hosts and guests), and generated at most 4.8% of gross domestic product (GDP) in Nigeria; and employed about 1.6% of Nigerians in 2016. This has generated interest in the educational sector because of its impact on the country's gross domestic product (GDP). Despite its vital roles the industry has played in the economy, it still suffers considerable losses and setbacks due to the nature of the environment it operates on. The hospitality industry has therefore come to face challenging issues such that affect its efficiency and create difficulties to compete in the market places.

However, Burnard and Bhamra (2011), pointed out that organizations that would survive in today's dynamic business environment must imbibe the spirit of resilience so that it can withstand the upcoming threats. In similar view, Eketu and Ifionu (2015), contented that firms that are resilient conscious would withstand any unforeseen circumstances compared to those that are not. Building resilient organizations helped to eliminate firm's environmental threats and hazards exposures by putting proactive measures in antedate and overturned the odds and consequences of disruptive occurrences (Umoh et. al., 2014). Tende et. al. (2018), viewed resilience as a booster

to firm's proficiency in anticipation, strategize, adjust and influence environmental changes and complexities that may pose as a threat for good, with a view to survive and thrive. Aina and Atan, (2020), talent management is talent development, talent attraction, talent retention and career management. Talent management is also the process whereby the best people are attracted, developed and retained (Rothwell, 2010). The ability to effectively hire, deploy, retain and engage talent at all levels of organization is truly a competitive edge.

Other problems that affect the hospitality industry in Nigeria include: global economic situation, environmental changes, natural disasters, crisis, insecurity, terrorism threat, growing customers' expectations and stiff-competition (Gursoy & Swanger, 2017).

This study examined how talent management in terms of talent attraction, talent retention, talent development and career management relates with organizational resilience of hospitality firms in the South-East of Nigeria. However, this study seeks to bridge this possible identified research gaps in the existing literature. Even though scholarly works have been carried out on resilience, there is still little or no empirical works that have shown a relationship between organizational resilience and talent management in hospitality firms in the South East of Nigeria. Hence, this investigation.

The major objective of the study is to assess the empirical relationship between talent management and organisational resilience of hospitality firms in the South-Eastern States of Nigeria. Following the introductory section is the literature review in section two which reviews the related literature on the subject matter. Section three encapsulates the research methodology while section four illuminates the empirical results and discussion of findings. Conclusion and policy recommendations are contain in section five.

## **2.0 LITERATURE REVIEW**

### **2.1 Concept of Talent Management**

Michaels et. al, (2001), talent as a term is referred to ancient Greeks and Biblical times, setting out as a measure of weight, moving on to a unit of money, and later as a person's value or natural abilities. Talent in organizations refers to three distinct features. Koranteng (2014), talent refers to an individual's skill, knowledge and general ability which factors into account what the individual has done and is capable of doing. Second, talent refers to a specific person, knowledge and skills. This is often expressed in statements such as she is a talent. Third, talent refers to a group. In group, talent refers to a cluster of employees who are distinctive in the knowledge, skills and abilities in a specified or technical area. CIPD.Co.uk. (2018), talent consists of those individuals who can make a difference to organizational performance either through their immediate contribution or in the long term by demonstrating the highest level of potentials. Talent can also mean the potential and realized capacities of individuals and groups and how they are organized, including those within the organizations and those who might join the organization (Storey, Wright & Ulrich, 2009).

In 1998, the word "talent management" as coined in a paper entitled "the war for talent". The crux of the

paper was that top talent was necessary for organizations that want to be adaptable, decisive and successful, but that companies frequently found themselves unable to fill these key positions. The need for talent management has emerged mainly as a result of fierce competition in the global markets, which necessitates quick and prompt decisions as well as urgent and effective actions. There is nothing more crucial than fitting the right employee in the right positions in an organization.

Lockwood (2006), asserted that the US society for Human Resource Management explained talent management as: "the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs". Al et al (2014), conceptualized talent management as those activities and processes that enable identification of positions and talent pools that are critical to building and sustaining an organizations competitive advantage. Due to the interference in the definitions and terms that have been developed by authors, there are many definitions of the term "talent management".

Collings and Mellahi (2009), shifted emphasis on the definition from "people or characteristics" to "position and role". They included "key position" in the definition of talent management and claimed that these "position" influenced the competitive edge that a firm has over other organizations. Xin and Preece (2008), argued that "talent management" concept was often seen as not much different from the traditional human resource management practices, and described as "old wine in new bottles". Many people considered talent management as an elusive and a vague concept as it seems to have different meanings (Xin & Preece, 2008). They added that both talent management and human resource management used exactly the same tools to attract the right people for the right jobs at the right time.

**2.1.1 Dimensions of Talent Management:** The dimensions of talent management include: talent attraction, talent development, talent retention and career management which this study utilizes.

**Talent Attraction:** According to Armstrong (2011), attracting qualified talent was the critical first step in talent management. Talent attraction was a combination of recruitment, selection, employee and employer branding and choice. Kagwiria (2013), the way to get the best prospective employees was by how the organization makes a good and positive image to the community including public relations strategies, company branding, company introduction, providing corporate social responsibility and promotion. Without a good and positive company image, it will be very difficult for organizations to get the right talented employees because employees see the organization based on the challenges that exist within the organization, such as the work environment, promotion opportunities, training, flexibility, and organization's performance.

Dogan and Christina (2020), asserted that when the right employees are been attracted, adaptation would become much easier, based on the knowledge they embedded in them. Once the qualified employees are attracted, then it is very important to choose right candidates for the right job. Organizations need to match

the job with human analyses to get the real picture of role fitment.

**Talent Development:** Prius (2011), ascertained that talent development entails changing an organization, its employees, stakeholders and all the people within it, through learning in order to achieve and maintain a competitive advantage. As organizations continually apply new technologies, new business models and new market strategies, the up skilling of employees must become constant and continuous. Weerakoon and Dilanthi (2019), argued that talent development enables organization absorb and cope with turbulences and disruptions from the external environment.

Although different organizations may define their talent development differently, talent development can be structured into inclusive and exclusive approaches. The inclusive approach focuses on human capital development more generally in the organization while the exclusive approach focuses on developing specific individuals or trying to develop talents to fill some pivotal positions.

### **2.1.2 Talent Development in the Hospitality Industry**

Watson (2008), identified many issues that impacted on the negative perceptions of the industry such as bad recruitment practices and not enough synergy in the training provided to future managers. A study done by Walsh and Taylor (2007) on hospitality employees found that a large majority of hospitality employees particularly graduates left when they had learnt all that they can in their current position. However, even if they leave the organization, most people will still stay within the industry. This is consistent with the findings of Mkono (2010) who argued that those who stayed in the hospitality industry do so because of their personality type. Those who do not have the correct personality for working in hospitality will quickly realize and leave on their own. It is important to correctly identify potential talent and take into account their willingness to make a career within the industry.

Concept of organizational commitment according to Walsh and Taylor (2007), was that emotionally committed employees will identify with the mission and goals of an organization. The economically committed will look for monetary rewards for the work performed and are willing to leave in search of this reward. Identifying these types of commitment would help in developing a strategy to retain talent regardless of their commitment.

Watson (2017), hotels developed talent through the use of graduate management programmes and these were aimed at attracting fresh graduates to the industry to develop them into future managers. However, he pointed out that quick career advancement was what graduates are looking for and requires a lot of investment in the industry for them to stay.

### **2.2 Theoretical Review**

Here, we discuss human capital theory because of its relevance to the subject matter.

**Human Capital Theory:** This theory was initially formulated by Becker (1975). Human capital was a key determinant of organizations success in all industries and an improvement in education of the workforce was seen as an investment that will lead to economic returns both to the individual and more importantly to the entire society. Babalola (2003), the rationality behind investment in

human capital was based on three arguments: (i) New generation should be taught how existing knowledge should be used to develop new products and introduce new processes, production methods and social services. (ii) The new generation must be given the appropriate parts of the knowledge which has already been accumulated by previous generations. (iii) People must be encouraged to develop entirely new ideas, products, processes and methods through creative approaches.

Schultz (1993), defined human capital as key element in improving a firm's assets in order to increase productivity as well as sustain competitive edge. The fundamental concept of human capital theory was based on the idea that, "the most valuable of all capital was that invested in human beings" (Becker, 1975). Human Capital Theory was a theory of earnings first developed by Becker in the 1960s. This theory explained the decision of the individual in human capital investment (training and education) and the pattern of his lifetime earnings. The different levels of investment in education and training by an individual were explained in terms of their expected returns from the investment. However, the earnings pattern of an individual were such that, they set out low (when the individual is young) and increase with age, but as individual nears retirement, earnings decline or decrease with time.

### **3.0 RESEARCH METHODOLOGY**

Human Capital Theory is adopted in this study as its theoretical framework. This is relevant to the study because when employees acquire the necessary knowledge, training and education, it will help sustain competitiveness, thereby boosting the resilience of the firm that leads to increase in productivity.

#### **3.1 Research Design and Population of the Study**

The cross-sectional survey was explored in this research and the target population comprised 853 hotels registered with Hotel Owners Association (HOA) of the various states in the South East. The 5 States that made up the South-East include: Abia, Anambra, Ebonyi, Enugu, and Imo States. The accessible population of this study was 354 managers/supervisors from fifty (50) hotels. This was arrived at by selecting 10 hotels from each of the states. The selection was based on easy access to information to ensure that the aim of the study is achieved.

#### **3.2 Sample Techniques and Sample Size Determination**

Krejcie and Morgan (1970), is used to determine the sample size of the study. 186 respondents were used as the sample size in the study. Hence, 186 questionnaires were administered to the respondents. The simple random sampling technique which is the probability sampling technique was used on each of the fifty selected hotels in this study. This was employed because the sample represented a true representative of the entire population and reduces the tendency of researcher's bias in selecting the sample cases.

In determining the distribution of questionnaire to each hotel, the Bowleys (1964) formula was used. See below:

$$nh = \frac{nNh}{N} \dots\dots\dots (3.1)$$

Where: nh = number of units allocated to each firm  
n = the total sample size

Nh = the number of managers/supervisors  
 N = the population

For this study, n = 186 and N = 354.

**3.3 Methodology**

The methodology employed in this study is the descriptive statistics and Spearman Rank Order Correlation Coefficient using the Statistical Package for Social Sciences (SPSS), version 25.0; to achieve the research objective. To analyze the demographic data of the respondents, descriptive statistics will be used while talent management and organizational resilience relationship will be analyzed using the Spearman Rank Order Correlation Coefficient.

**3.4 Sources of Data**

The main source of data collection in this study was primary. The primary source was from a well structure questionnaire and was designed to address talent management variables, measures of organizations resilience and culture and moderating variables. The first part of the questionnaire covers the demography of various respondents while the other contains the respondents' idea and opinion relating to the studied variables.

**4.0 RESULTS AND DISCUSSION**

Empirical results and discussion of findings are presented in this section. This will entail the analysis of results obtained using Statistical Package for Social Sciences (SPSS) that involve both the descriptive statistics and Spearman Rank Order Correlation Coefficient results.

**4.1 Analysis of Descriptive Statistics Results**

Table 4.1: Talent Attraction

	N	Mini- mu- m	Ma- xi- mu- m	Me- a- n	Std. Devia- tion	Level of Agreeme- nt
TAA1	168	1	4	2.93	.900	High
TAA2	168	1	4	2.91	.990	High
TAA3	168	1	4	3.15	.933	High
TAA4	168	1	4	2.93	1.075	High
TAA5	168	1	4	2.98	.979	High
Valid N (Listwise)	168					

**Source:** Authors' Result, 2026. [TAA = Talent Attraction]

Table 4.1 showed the mean and standard deviation of each item for Talent Attraction. In TAA<sub>1</sub>, respondents affirmed that promoting appropriate employees within the company to fill the vacant positions enables their organization to adapt easily to the changes in the business environment ( $\bar{x}$  = 2.93,  $\sigma$  = 0.900). TAA<sub>2</sub>, respondents agreed that promoting employees' good reputation enables employee become responsive in the business environment ( $\bar{x}$  = 2.91,  $\sigma$  = 0.990). TAA<sub>3</sub>, got an approval by respondents that their organization's internal recruitment policy enables employees to absorb easily to the business environment ( $\bar{x}$  = 3.15,  $\sigma$  = 0.933). TAA<sub>4</sub>, elicited respondents' view on whether attracting the right talent enables their organization

transform itself in a deliberate and conscious way in dynamic business environment is observed to be agreed upon, which attracted scores ( $\bar{x}$  = 2.93,  $\sigma$  = 1.075). TAA<sub>5</sub>, respondents affirmed that talented employees help to enable their organization to have a competitive advantage in the business environment ( $\bar{x}$  = 2.98,  $\sigma$  = 0.979). Thus, the mean scores on TAA<sub>1</sub>– TAA<sub>5</sub> suggest that respondents agreed that a significant Talent Attraction is present in the different units of their organizations.

Table 4.2: Promoting appropriate employees within the company to fill the vacant positions enables the organization to adapt to the changes in the business environment easily.

		Freq- uency	Per- cent	Valid Percent	Cumulative Percent
Valid id	Strongly Disagree	8	4.8	4.8	4.8
	Disagree	50	29.8	29.8	34.5
	Agree	56	33.3	33.3	67.9
	Strongly Agree	54	32.1	32.1	100.0
	Total	168	100.0	100.0	

**Source:** Authors' Result, 2026

Table 4.2 showed the response rate of “Promoting appropriate employees within the company to fill the vacant positions enables the organization to adapt to the changes in the business environment easily”. It can be seen from the responses that 8 respondents who represent 4.8% of participants strongly disagreed to this statement; as 50 respondents, representing 29.8% of participants disagreed to the statement; 56 respondents who are 33.3% of participants agreed to this statement; and 54 respondents who accounted for 32.1% of the participants strongly agreed to this statement. In all, majority of the respondents are seen to significantly agreed that promoting appropriate employees within the company to fill the vacant positions enables their organization to adapt easily to the changes in the business environment.

Table 4.3: Promoting employee's good reputation enables employee become responsive in the business environment.

		Freq- uency	Per- cent	Valid Percent	Cumulative Percent
Valid id	Strongly Disagree	17	10.1	10.1	10.1
	Disagree	29	23.2	23.2	33.3
	Agree	54	32.1	32.1	65.5
	Strongly Agree	58	34.5	34.5	100.0
	Total	168	100.0	100.0	

**Source:** Authors' Result, 2026

Table 4.3 showed the response rate of “Promoting employee's good reputation enables employee become responsive in the business environment”. It can be seen from the responses that 17 respondents who represent 10.1% of participants strongly disagreed to this statement; as 29 respondents, representing 23.2% of participants disagreed to the statement; 54 respondents who are 32.1% of participants agreed to this statement; and 58 respondents accounted for 34.5% of the participants who strongly agreed to this statement. In all, majority of the respondents

are seen to significantly agreed that promoting employees' good reputation enables employees become responsive in the business environment.

Table 4.4: My organization's internal recruitment policy enables employee to absorb easily to the business environment

		Frequency	Percentage	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	6.0	6.0	6.0
	Disagree	32	19.0	19.0	25.0
	Agree	49	29.2	29.2	54.2
	Strongly Agree	77	45.8	45.8	100.0
	Total	168	100.0	100.0	

Source: Authors' Result, 2026.

Table 4.4 showed the response rate of "My organization's internal recruitment policy enables employee to absorb easily to the business environment". It can be seen from the responses that 10 respondents who represent 6.0% of participants strongly disagreed to this statement; as 32 respondents, representing 19.0% of participants disagreed to the statement; 49 respondents who are 29.2% of participants agreed to this statement; and 77 respondents who accounted for 45.8% of the participants strongly agreed to this statement. Overall, majority of the respondents are seen to significantly agreed that their organization's internal recruitment policy enables employee to absorb easily to the business environment.

Table 4.5: Attracting the right talent enables my organization transform itself in a deliberate and conscious way in dynamic business environment.

		Frequency	Percentage	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	24	14.3	14.3	14.3
	Disagree	31	18.5	18.5	32.7
	Agree	46	27.4	27.4	60.1
	Strongly Agree	67	39.9	39.9	100.0
	Total	168	100.0	100.0	

Source: Authors' Result, 2026.

Table 4.5 showed the response rate of "Attracting the right talent enables my organization transform itself in a deliberate and conscious way in dynamic business environment". It can be seen from the responses that 24 respondents who represent 14.3% of participants strongly disagreed to this statement; as 31 respondents representing 18.5% of participants disagreed to the statement; 46 respondents who are 27.4% of participants agreed to this statement; and 67 respondents who accounted for 39.9% of the participants strongly agreed to this statement. Overall, majority of the respondents are seen to significantly agreed that attracting the right talent enables their organization transform itself in a deliberate and conscious way in dynamic business environment.

Table 4.6: Talented employees help to enable organization to have a competitive advantage in the business environment.

		Frequency	Percentage	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	6.5	6.5	6.5
	Disagree	49	29.2	29.2	35.7
	Agree	41	24.4	24.4	60.1
	Strongly Agree	67	39.9	39.9	100.0
	Total	168	100.0	100.0	

Source: Authors' Result, 2026.

Table 4.6 showed the response rate of "Talented employees help to enable my organization to have a competitive advantage in the business environment". It can be seen from the responses that 11 respondents who represent 6.5% of participants strongly disagreed to this statement; as 49 respondents representing 29.2% of participants disagreed to the statement; 41 respondents who are 24.4% of participants agreed to this statement; and 67 respondents who accounted for 39.9% of the participants strongly agreed to this statement. Overall, majority of the respondents are seen to significantly agreed that talented employees help to enable their organization to have a competitive advantage in the business environment.

#### 4.2: Talent Development

Table 4.7: Talent Development

	N	Minimum	Maximum	Mean	Std. Deviation	Level of Agreement
TAD 1	168	1	4	2.977	1.029	High
TAD 2	168	1	4	3.122	.914	High
TAD 3	168	1	4	2.933	.949	High
TAD 4	168	1	4	3.088	.892	High
TAD 5	168	1	4	3.100	1.001	High
Valid N (Listwise)	168					

Source: Authors' Result, 2026. [TAD = Talent Development]

Table 4.7 showed the mean and standard deviation of each item for Talent Attraction. In response TAD<sub>1</sub>, respondents affirmed that training of employees helps organization to obtain transformative capacity in an unstable business environment ( $\bar{x} = 2.97, \sigma = 1.029$ ). In TAD<sub>2</sub>, respondents agreed that job rotations in their organization enables employees become adaptive towards changes in the business environment ( $\bar{x} = 3.12, \sigma = 0.914$ ). TAD<sub>3</sub>, got an approval by respondents that mentoring helps employees absorb well to the changing situation in the business environment ( $\bar{x} = 2.93, \sigma = .949$ ). TAD<sub>4</sub> which elicited respondents' view on if coaching enables employees to utilize and absorb external resource and information in the

business environment is observed to be agreed upon, which attracted scores ( $\bar{x} = 3.08, \sigma = .892$ ). In TAD<sub>5</sub>, respondents affirmed knowledge enhancement through learning programmes and projects offered in my organization enables employees absorb to the changes in the business environment ( $\bar{x} = 3.10, \sigma = 1.001$ ). Thus, the mean scores on TAD<sub>1</sub>– TAD<sub>5</sub> suggest that respondents agreed that a significant Talent Development is present within their organizations at the various units.

Table 4.8: Training of employees helps organization to obtain transformative capacity in an unstable business environment.

		Frequency	Percentage	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	25	14.9	14.9	
	Disagree	16	9.5	9.5	24.4
	Agree	66	39.3	39.3	63.7
	Strongly Agree	61	36.3	36.3	100.0
	Total	168	100.0	100.0	

Source: Authors' Result, 2026.

Table 4.8 showed the response rate of “Training of employees helps organization to obtain transformative capacity in an unstable business environment”. It can be seen from the responses that 25 respondents who represent 14.9% of participants strongly disagreed to this statement; as 16 respondents representing 9.5% of participants disagreed to the statement; 66 respondents who are 39.3% of participants agreed to this statement; and 61 respondents who accounted for 36.3% of the participants strongly agreed to this statement. Overall, majority of the respondents are seen to significantly agreed that training of employees helps organization to obtain transformative capability in an unstable business environment.

Table 4.9: Job rotations in my organization enables employees become adaptive towards changes in the business environment.

		Frequency	Percentage	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	9.5	9.5	9.5
	Disagree	13	7.7	7.7	17.3
	Agree	74	44.0	44.0	61.3
	Strongly Agree	65	38.7	38.7	100.0
	Total	168	100.0	100.0	

Source: Authors' Result, 2026.

Table 4.9 showed the response rate of “Job rotations in my organization enables employees become adaptive towards changes in the business environment”. It can be seen from the responses that 16 respondents who represent 9.5% of participants strongly disagreed to this statement; as 13 respondents representing 7.7% of participants disagreed to the statement; 74 respondents who are 44.0% of participants agreed to this statement; and 65 respondents who accounted for 38.7% of the participants strongly agreed to this statement. Overall, majority of the

respondents are seen to significantly agreed that job rotations in their organization enables employees become adaptive towards changes in the business environment.

Table 4.10: Mentoring helps employees absorb well to the changing situation in the business environment.

		Frequency	Percentage	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	8.3	8.3	8.3
	Disagree	39	23.2	23.2	31.5
	Agree	59	35.1	35.1	66.7
	Strongly Agree	56	33.3	33.3	100.0
	Total	168	100.0	100.0	

Source: Authors' Result, 2026.

Table 4.10 showed the response rate of “Mentoring helps employees absorb well to the changing situation in the business environment”. It can be seen from the responses that 14 respondents who represent 8.3% of participants strongly disagreed to this statement; as 39 respondents representing 23.2% of participants disagreed to the statement; 59 respondents who are 35.1% of participants agreed to this statement; and 56 respondents who accounted for 33.3% of the participants strongly agreed to this statement. Overall, majority of the respondents are seen to significantly agreed that mentoring helps employees absorb well to the changing situation in the business environment.

Table 4.11: Coaching enables employees to utilize and absorb external resource and information in the business environment.

		Frequency	Percentage	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	7.7	7.7	7.7
	Disagree	21	12.5	12.5	20.2
	Agree	73	43.5	43.5	63.7
	Strongly Agree	61	36.3	36.3	100.0
	Total	168	100.0	100.0	

Source: Authors' Result, 2026.

Table 4.11 showed the response rate of “Coaching enables employees to utilize and absorb external resource and information in the business environment”. It can be seen from the responses that 13 respondents who represent 7.7% of participants strongly disagreed to this statement; as 21 respondents representing 12.5% of participants disagreed to the statement; 73 respondents who are 43.5% of participants agreed to this statement; and 61 respondents who accounted for 36.3% of the participants strongly agreed to this statement. Overall, majority of the respondents are seen to significantly agreed that coaching enables employees to utilize and absorb external resource and information in the business environment.

Table 4.12: Knowledge enhancement through learning programmes and projects offered in my organization enables employees absorb to the changes in the business environment.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	21	12.5	12.5	12.5
	Disagree	13	7.7	7.7	20.2
	Agree	62	36.9	36.9	57.1
	Strongly Agree	72	42.9	42.9	100.0
	Total	168	100.0	100.0	

Source: Authors' Result, 2026.

Table 4.12 showed the response rate of "Knowledge enhancement through learning programs and projects offered in my organization enables employees absorb to the changes in the business environment". It can be seen from the responses that 21 respondents who represent 12.5% of participants strongly disagreed to this statement; as 13 respondents, representing 7.7% of participants disagreed to the statement; 62 respondents who are 36.9% of participants agreed to this statement; and 72 respondents who accounted for 42.9% of the participants strongly agreed to this statement. Overall, majority of the respondents are seen to significantly agreed that knowledge enhancement through learning programmes and projects offered in my organization enables employees absorb to the changes in the business environment.

### 4.3 Analysis and Discussion of Results

The Spearman Rank Correlation Coefficient results anchor this sub-section.

Table 4.13: Talent Attraction: Absorptive Capability and Adaptive Capability

Correlation for Talent Attraction, Absorptive Capability and Adaptive Capability					
Variables			Talent Attraction	Absorptive Capability	Adaptive Capability
Spearman's rho	Talent Attraction	Correlation Coefficient	1.000	.779**	.765**
		Significant (2-tailed)		.000	.000
	Absorptive Capability	Correlation Coefficient	.779**	1.000	.674**
		Significant (2-tailed)	.000		.000
	Adaptive Capability	Correlation Coefficient	.765**	.674**	1.000
		Significant (2-tailed)	.000	.000	

Source: Authors' Result, 2026.

The result on Talent Attraction and Absorptive Capability showed that  $\rho = 0.779, p = 0.000$ . This implies that a positive and significant relationship exist between the two variables. Hence, Talent Attraction is an essential factor in organisations that help increase Absorptive Capability. This finding is in consonance with Aina and Atan (2020), who opined that talent attraction influences absorptive capability. Attracting the right talent employees corresponded to increase in performance and absorptive capability.

4.14: Talent Development: Absorptive Capability and Adaptive Capability

Correlation for Talent Development, Absorptive Capability and Adaptive Capability					
Variables			Talent Attraction	Absorptive Capability	Adaptive Capability
Spearman's rho	Talent Development	Correlation Coefficient	1.000	.636**	.739**
		Significant (2-tailed)		.000	.000
	Absorptive Capability	Correlation Coefficient	.636**	1.000	.748**
		Significant (2-tailed)	.000		.000
	Adaptive Capability	Correlation Coefficient	.739**	.748**	1.000
		Significant (2-tailed)	.000	.000	

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

Source: Authors' Result, 2026.

The results on Talent Attraction and Adaptive Capability revealed that  $\rho = 0.765, p = 0.000$ . This shows that a significant and positive relationship exist between Talent Attraction and Adaptive Capability. Hence, Talent Attraction is an essential factor in organisations that help increase Adaptive Capability. This finding is supported by Agadah et al, (2016) who argued that talent attraction has a significant influence on adaptive capability; as well as Onwuka et al (2015) who found that there was a positive relationship between the Talent Attraction and adaptive capability.

### Talent Development and Absorptive Capability

Results on Talent Development and Absorptive Capability revealed that  $\rho = 0.636, p = 0.000$ . This result implies that Talent Development and Absorptive Capability have a positive and significant relationship. This means that, Talent Development is an essential factor in organisations that help increase Absorptive Capability. These findings concurred with those of Ateke et al (2018) who revealed that employee competency development through continuous education and training associates significantly with the measures absorptive capability. Continuous education is essential, not only is ensuring organizational survival but also in enhancing organizational ability through the knowledge acquired by employees to control any difficult situation confronting them.

### Talent Development and Adaptive Capability

The results on Talent Development and Adaptive Capability showed that  $\rho = 0.736, p = 0.000$ . This shows that Adaptive Capability and Adaptive Capability have a positive and significant relationship. This means that, Talent Development is an essential factor in organisations that help increase Adaptive Capability. This finding is in tandem with Ikiriko et al, (2017) who found that talent development enhanced adaptive capacity. Likewise, Okuwa et al, (2016) who found that talent development had influence on adaptive capacity. Similarly, Umoh and Amah (2013) opined that career management had a significant impact on organizational adaptation.

## 5.0 CONCLUSION AND RECOMMENDATIONS

This study will enable organizations to enhance their resilience by effectively identifying and utilizing their inimitability, rarity, distinctive internal resource of value, and non-substitutability.

The theory is therefore relevant to this study because when employees acquire the necessary knowledge, training and education, it will help sustain competitiveness, thereby

boosting the resilience of the firm and productivity will be enhanced or increased.

#### **RECOMMENDATIONS**

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The following recommendations were made based on the empirical findings of the research.

- 1.** Hospitality firms must have good recruitment strategy through which they can recruit capable and competent workforce that would work towards sustaining the firm's competitive advantage. They should be proactive in identifying the talent pools that are needed for the firm to be adaptive.
- 2.** Management of hospitality firms should rightly recognize the potential talent and take into cognisance their ability and capacity to learn and grow. They must acquire, share, assimilate, apprehend, transform and exploit new knowledge that is talents, so as to compete and grow.
- 3.** The management of hospitality firms should prepare training and development programmes for employees regularly, so as to have better talents that would work in ensuring that the firm remains resilient.
- 4.** Businesses in the hospitality firms should make every effort to keep personnel within the organisation to have the necessary skills and talents that will enable them to embrace resilience.
- 5.** Hospitality firms should ensure that they have the resources needed to attract the right personnel who are able to identify the value of new external information, assimilate it and apply it.

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