

**TALENT MANAGEMENT STRATEGIES AND ORGANISATIONAL  
RESILIENCE IN THE QUICK SERVICE RESTAURANTS (QSRs) IN RIVERS  
STATE, NIGERIA**

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**ABSTRACT**

This study examined the effect of talent management strategies on organisational resilience in the Quick Service Restaurant (QSR) segment of the hospitality industry in Port Harcourt, Rivers State, Nigeria. The descriptive survey research design used the cross-sectional strategy to obtain primary data from the respondents. The population consisted of senior staff (from supervisory level) working in five major QSRs operating in the Garden city of Port Harcourt, Rivers State, Nigeria. A sample size of 100 employees was determined and used for the study. The primary data was collected using a well-structured questionnaire which was distributed to the respondents using purposeful sampling method. Statistical analysis with Multiple Regression analysis revealed that only three out of the five talent management strategies (talent recruitment, talent development and talent placement) had significant influence on employees' adaptive capability which served as a measure of organisational resilience while two of the dimensions (talent attraction and talent retention) had insignificant effect on employees' adaptive capability. The study concluded that talent management initiatives play significant role in influencing the level of organisational resilience in terms of employees' adaptive capability. It was therefore recommended that organisational managers should develop and sustain appropriate human resources management initiative capable of influencing the adaptive capacity of employees.

**Keywords:** Talent Attraction. Talent recruitment. Talent Development. Talent Placement. Talent Retention. Adaptive Capability.

**Introduction**

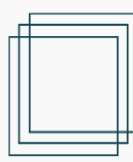
The Quick Service Restaurants (QSRs) depends on the talents of service employees to deliver quality service in the hospitality industry. In business organisations, several resources such as man, machine and money can be used to increase the effectiveness of a firm of which man is the most essential of all resources ( Kehinde, 2012). Over the years, individuals employed as labour working within the firm are with different values. These people were often time known as factors of production otherwise a so called human resources within the business firm. Currently, these talents working within the firm have been paced with more values referred to as a factor of production, and they were called human resource of the organization (Kehinde, 2012).



Talent can be defined as a person's intrinsic ability to carry out a specific task in a specific way. It is therefore also defined as the collection of abilities that a person possesses such as gifts, inbuilt skills, character, experiences and knowledge, while also encompassing the person's ability to grow as well as learn in the process (Nafei, 2015). As reported by Thunnisen et al. (2013) talent management is described as described as a process that includes a complete and linked set of organizational procedures and activities, like identifying, recruiting, and developing their potential while ensuring they utilize their abilities effectively and efficiently. Over the years, studies have shown that the demand for talented employees will rise in the coming years, and the supply will experience a drop according to Foster(2014). Also, fdecates ago, firms have been competitive against one another, by maintaining and achieving quality at the highest level through the coverage and fulfillment of consumers' needs and want (Collins et 2009) However, in recent times, more focus has been given to the concept of talent management as the new formula for organizational success has been highlighted by Foster(2014). The origin of managing talents could be traced as far as the early 2000. Situations that led to this was an event conducted by a firm into management consulting known as Mckinsey who reported a 'war for talents', which at that time amounted to employer dilema. This said war featured difficulties in employees' recruitment as a result of high competition in terms of identification and retention of talents with knowledge management infrastructure and performance of the organization. (Abualoush, Masa'deh, Bataineh, & Alrowwad, 2018). Furthermore as a result of the above stated, there has been an increased level of significance and attention in business and literatures attached to the concept of talent management. Talent management has gained become more significant in ta business firm as a result of the impacts it creates to the organization ). The mechanism involved in managing talents involves attracting, recruiting, retaining, and developing talents (D'Annunzio-Green, 2008).

The ability to manage talent effectively and efficiently enables employees to utilize their talents in such a way that it aids in that achievement of the goals and objectives of the organization. It can be said that talent management is seen as a new concept by public and private industry, certain firms have made it a "must" as they seek to make sure that they search, identify, attract, recruit, develop and retain the right talent "employees)" (Al Ariss, Cascio, & Paauwe, 2014).

Talent management is a force to be reckoned with as diverse organizations engage in series of competition in order to acquire, identify, and attract talents in the same place ( Beardwdll & Claydon, 2010 ). it is also a very difficult and strenuous task for business firms in terms of globalization irrespective of choice nationality or country (Elegbe, 2016). In addition, due to lack of talent insufficiency it has become a universal issue to be noted. Businesses around the globe are faced with the same challenge of talent search which is because the world at large is a market for labour talents.



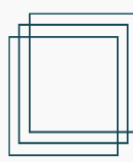
According to Sidani and Al Ariss, (2014) "the trend of global integration shows organizations' standardizations in talent recruitment, development, and management to ensure their competitive position and consistency. Thus, organizations need to attune to the talent management's global best practices, to the local requirements, and to the local labor market".

It has been a critical issues for human resources to come to terms with the growing worldwide competition as firms now compete against each other all in the name of acquiring, identifying, attracting, recruiting and developing talents in order to achieve Organizational success and sustainability (Sidani and Al Ariss, 2014). The rapid increase of talent competitiveness by firms is a matter of developing approaches and strategies that will make people with talents to stand out , stay loyal to the firm, have the capacity to learn, contribute positively, and sign the firms contract and not just concerned about monetary incentives, perks and other material rewards. "In the war for talent there are winners and losers like in business there is success and failure" Williams (2000) Therefore, it is possible for firms that have enacted talent management strategies to be more advantaged in the business environment (Williams, 2000). Thus, managing talents should become a must do in all organization above everything else. According to the studies of Aberdeen Group and the Human Capital Institute (2005) as it regard to talent management, the research revealed that in the next half a decade, over 50percent of firms may not be able to attract, recruit, develop and retain talents as well as the requirements while about 75person of the same firm will be in succession planning dilemma. The study population comprises 170 professionals and executives in capital management. Furthermore, the study also revealed that company that survived have their own retention plans for both mid level employees and also executives which amounted to 71percent of firm surveyed. Beforehand, the basic resources of a business organization included capital, land and fixed assets, currently as reported by Gardner (2002), it is no more applicable. In the light of the above, the present study is therefore, designed to examine the relationship between talent management strategies and organizational resilience, in QSRs in the context of Nigeria,.

### **Objectives of the study**

The purpose of this study is to ascertain the effect of talent management strategies and organizational resilience in QSRs in Nigerian. The specific objectives were to:

1. To determine the relationship between talent attraction and organizational resilience.
2. To ascertain the relationship between talent recruitment and organizational resilience.
3. To examine the relationship between talent development and organizational resilience.



4. To investigate the relationship between talent placement and organizational resilience.
5. To establish the relationship between talent retention and organizational resilience.

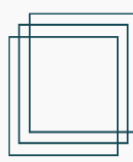
## **LITERATURE REVIEW**

### **Theoretical Review**

#### **Human capital theory**

Gary Becker and Theodore Schultz in the 1960s (Becker, 1964) propounded the human capital theory. "This theory affirms that the organizations real value depends on the skills, knowledge, ability and core competencies of it's workforce" (Armstrong 2009; Ayashere et al., 2013). The foundations of this theory is based on facts that people and businesses based not on current gains but on future purposes invest in human capital. The theory sees human capital as one the resources within a firm that can bring value to the organization to the point that it can make the organization to be profitable, productive and sustainable if invested upon (Kessler & Lulfesmann, 2006; Lepak & Snell, 1999; Nafukho et al 2004; Strober 1990). The theory can be of great interest to academias who seeks to examine and identify the decision making process as it relates to human capital (Tarique & Schuyler 2010). In addition, investments in firms human capital includes attracting, developing, and mobilizing talent. The theory can furthermore be used to have an indept understanding about proper staffing within the Organization (Tarique & Schuyler 2010). Han et al (2014) reported that the theory comprises individuals talent which drives the firm towards the achievement of it's set goals and objectives. It is on this premise that talent management scholars maintained that "human capital represents the intangibilities inherent in the attracted talent, which makes them function effectively and efficiently in their jobs" (Mkamburi & Kamaara, 2017; Thunnissen, 2016).

**Resilience Theory:** This theory was based on the fact that children have diverse special characteristics that separates them from another, those with resilience can withstand stress, while others who are not resilient cannot withstand stress and therefore are open to experiencing stress (Garmezy 1991). It was propounded by Norman Garmezy, in 1991 (Garmezy 1991) a clinical psychologist. Garmezy argued that resilience is the ability to maintain and recover the adaptive traits that is essential inorder to be able to withstand unplanned and unforeseen situations at the long run (Rutter 2012). Masten (2011) stipulated that Garmezy's resilience theory is of the assumptions that inorder for groups, corporate entities and individuals to be resilient or steadfast amidst crisis, they must have adaptive traits that can help in enhancing their strategic plans to survive and stay in business in the future. Initiating this into the business world, the theory affirms that the survival of the organization is dependent on their behavioral competencies, ability, and capacity to survive, reover and maintain



their operations after being faced with threats from the political, technological, economic, global and socio economic environment (Zimmerman, 2013).

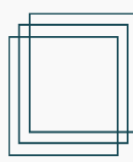
## **Conceptual Review**

### **Talent Management**

The word talent "refers to the totality of the employees skills, experience, knowledge, ability, intelligence, and competencies required to solve the challenges faced by the organization"(Armstrong, 2009; Michaels et al., 2001). Morton (2004) defined talent as people who have what it takes to create a positive change in the Organizations Performance either presently or in future. Talent came into limelight when it was introduced by the McKinsey consulting group in 1998 in their human resources literature., when the "war for talent among the multi nationals dominated the discussions globally" (Aina & Stan 2020; Michaels et al., 2001). Since then till now, human resources professionals and consulting firms has not neglected talent as studies are been conducted to furthermore have an inept understanding of the subject matter in terms of occupying job vacancies and succession planning in firms (Edeh & Mlanga 2019). Talent can be defined as a person's intrinsic abilityto carry out a specific task in a specific way. It is simply the collection of abilities that an individual possesses, which involves his natural skills, gifts, knowledge, experience, and even character, while also encompassing the individual's ability to grow and learn (Nafei, 2015).

Talent management (Pascal 2004) is simply the management of demand and supply through human capital. Further, talent managementis the human resource process of rewarding, attracting, placing, selecting, retaining, developing, and retiring talents. various scholars into human resources views the concept of Talent management as a welcome strategy used in the selection of qualified talents and positioning them in such a way that the skills they possess can be used in actuaizing the mission, vision and objectives and goals of the business enterprise. In a nutshell "talent management comprises skill identification, skill development, and skill retention" (Ngei & Patel 2021; Moslem et al., 2020; Edeh & Mlanga, 2019). According to Dagogo and Ogechi (2020) the concept under study is seen as an emerging HR practice that includes the process of selection, placement, recruitment, performance management, retirement, training and compensation. Thunnissen (2016) reported in his study that the notion behind talent did not only invove having the skills but rather the capability to think outside the box when situation warrants. Edeh and Dialoke (2016) are of the view that maintained that "individuals who posses intangible ideas and physical ability may not be regarded as talent, not untill such competencies help solve organizational problems. Based on the above, talent management is beyond a process; it is a systematic approach to managing employees with the special skills and knowledge that is relevant and required to solve organizational problems which implies that an individual iwho possesses special skills not required in the workplace cannot be regarded as talent".





It has been shown that talent management stimulates organizational justice due to the managerial enforcement of equal distribution of resources among the workforce ( Dehghanan et al., 2018; Krishnan and Scullion 2017). In addition, talent management is a medication to an ailing organization, affirming it's potency in building resilience for a healthy living.

**Talent Attraction:** Talent attraction deals with the identification, and the ability to attract people who have what it takes in terms of having the required skills and abilities to occupy vacant positions in the business firm. The aim is to fill job vacancies proactively with the right skill and talent in such a way that only qualified personnels with the required skills are recruited over time. Firms makes use of diverse approaches to tackle, identify and attract talents, such methods may include collaborating with recruitment agencies, attending job fairs and job postings etc. Once Organizations are able to identify the required potential talents, they various means to assess the capabilities and skills which may include work samples, interviews and aptitude tests. Basically, the to identify and recruit people with the required skills capabilities to aid the firm towards the achievement of it's desired set goals and objectives by fitting vacant positions with the qualified individuals inorder to improve the competitiveness and performance of the firm is the ultimate goal of talent attraction.

**Talent Recruitment:** The term Recruitment refers to the act of finding, selecting, and hiring the best-qualified individuals for vacant positions in the business firm overtime. These candidate can be sought-after either internally or externally. It is the first step for a firm to have the capacity to grow and be sustainable at the long run because the the availability of qualified talents the firms goals and objectives may not be met which will cause the organization to be atl a loss. The major goal of talent acquisition to to enable firms recruit the most qualified talents from the market to occupy specific roles on the organization. Proper talent acquisition enables the firm to maintain competitiveness and also causes them to focus more on specialization. The process of talent acquisition demands a great volume of the talens to be filtered, analyzed such that it it will enable the Organization to function effectively and efficiently. It is a strategy that enables Organizations to to find their top special contributors, specialist, Future executives or leaders. Recruitment refers to "the process of identifying, attracting, and hiring individuals for an open position within a short period". It aldo encompasses the identification of the need for firms employees, acquisition and placing them into person job fit.

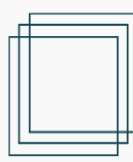
**Talent Development:** Talent development is simply the positioning of staffs for advancement in skills or career such that it corresponds with the mission of the firm.



This process includes, the identification of employees goals and attitudes and helping such employees through the development of needed knowledge to fill and satisfy the organizations needs. These programs can range from formal training, coaching, mentoring, succession planning, leadership development, and many more. The development of talent also comprises of the initiatives and activities implemented by the firm to support employee in order to help them grow and learn as well. For talent development to be successful, it must involve processes tailored to correspond with the firms needs as well as the goals and objectives of it's members. Talent development also goes beyond the extent of setting up training opportunities once or twice in the Organization rather, it ensures that all the organizations employees are been given a medium to grow and expand their skills to the best of their ability within the organization. Talent development offers dynamic business advantage to staffs which will lead to an increase in the firms value thus it is said to be a win- win situation.

**Talent Placement:** Talent Placement is the process of putting the right talent in the right place based on diverse factions such as his capacity, personality, ability and attitude. Simply put assignment of positions and tasks into person-job-fit. It is the actual posting of an employee to a particular job for which he/she has been chosen. It is also a high standard recruitment process that benefits both clients and candidates, including diversity, confidentiality, transparency and professional knowledge.

**Talent Retention:** The ability of a firm to keep it's staffs and ensure their sustainability in the work place is known as talent retention. It involved practices put in place to keep Skiled talents in the work place. It is pertinent to affirm that, employee retention is very crucial to every business organization as it enhances the sauce of the firm as well as sustainability. It is of interest that Organizations know that staffs are the ife blood of the Organization as the are said to be the most valuable asset of the firm which may lead to futuristic value increase. Retention of staffs is one of the most significant medium used by firms to maintain valued employees which in turn aids in boosting the employee - employer relationship positively. There are different means by which managers and employers can adhere to in order to retain or keep their staffs , these means may include flexibility at the firm, provision of monetary and non monetary incentives, reward and recognition, training opportunities, upgrading employee involvement strategies, technological investments, creation of programs for college graduates and the elimination of work barriers etc. A high rate of employee retention programs aids in the reduction of ost knowledge, missed revenue opportunities, acquisition expenditures, etc. Furthermore, it amplifies the performance of staffs, which will enable employees to make proper utilization of their respective talents which will lead to an increase in performance of the business firm while satisfying customers at the same time.



## **Organizational Resilience**

Resilience is the elastic or flexible property of a material. Its root is taken from the science of physics and it means jumping back. In fact, resilient organizations bounce back. The term resilience has been used in various fields and disciplines: from ecology and safety engineering to metallurgy and individual and industrial psychology, supply chain, strategic management, and many others. A definition has been provided for this concept by many fields and authors; although the definitions provided by different fields are different, they all revolve around a common axis "in the ability of the capacity to return to a stable state after a disturbance" (Tennakoon and Janadari, 2021). The organization's ability to achieve its mission even under conditions of disruption (Teng et al., 2022), the organizations capacity to deal with difficulties and hardships (Cruickshank, 2020), the strength and capacity to quickly recover an organization after an event and shock (Deason et al., 2022), the ability of the organization to survive, and the capacity to grow in times of crisis (Bartuseviciene, 2022). Amah and Daminabo-Weje (2004) based on their study believed that efficient and effective business firms are those who have the knowledge to understand the dynamic characteristics of the business environment (Competitors, technology, the availability and cost of finance, taxation, government policy and their customer needs and expectations). They argue that a successful organization should grow like a resilient ecosystem that is continually adapting to changing external conditions in this respect. Organizations are always subject to a variety of dangers due to their restless and turbulent commercial activities. In these contexts, businesses must be adaptive, innovative, and flexible in order to adapt and adjust to changing situations, leading to organizational resilience.

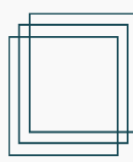
A state of change, reformation, by which an object takes a different shape or turn from it's initial or original state due to turbulences or disturbances and thereafter return to it's original form is known as resilience. It is reported by Edeh et al (2021) as "the ability and capacity of a system to anticipate, adjust, and return to it's original shape". The ability of a business firm to return to it's original state after faced with turbulent and challenging situations is known as Organizational resilience. It also refers to a situation whereby a firm returns to normal after having passed through environmental disruptions which includes unplanned and unpredictable situations that affect the day to day operations of the business firm (Bode & Wagner, 2015).

## **Empirical Review**

### **Talent Management Strategies and Organizational Resilience**

Cherai and Busolo (2020) investigated on the effect of talent attraction on Organizations Performance in the hospitality industry (hotel) in the South Rift Region, Kenya. The study findings revealed that there is a significant correlation between talent attraction and organizational performance of hotels in South Rift Region.





Sajin, (2019) reported that talent recruitment and acquisitions are very essential to the business as it is the undergoing processes in operations of the firm. Promise-Elechi, and Onuoha, (2023) carried out a study on the correlation between talent development and steadfastness of hotels in Port Harcourt through the use of a descriptive survey. The study findings show that there is a positive relationship between talent development and measures of organizational resilience in terms of agility and robustness. As a result it was recommended that hotel management should enact practices, programs, encourage and support knowledge or talent sharing amongst staffs in the organization which will further enhance their ability of efficiently and effectively handle and perform tasks assigned with appropriate financing which will enhance agility and robustness.

Cánovas, Millán, Navas, and Mas (2020) studied the development of the performance-potential survey for the quantitative placement of employees on the talent matrix. The study findings made it possible for the researchers to place employees quantitatively on the talent matrix. Nteogwuija and Wechie (2019) examined the correlation between talent retention and employee resilience of telecommunication companies in Rivers State, Nigeria in a cross-sectional survey. The study found a positive correlation between retaining talent and firms resilience. The study results revealed that retaining talents in telecommunication industries within the country led to an increase in adaptability, proactive ability and competence. The study further recommended that managers of these firms should ensure and put in place practices that will aid in employees retention especially employees that have contributed positively to the growth of the firm while also using it to motivate and encourage other employees with the organization.

Jain and Verma (2022) investigated the correlation between the features of steadfastness (resilience) in terms of employees empowerment, proactive personality, and retention of people for the sustainability of talents in the business firm. Talent retention mediated the relationship. The study found that firms that engaged in talent retention effectively and efficiently are liable to achieve the goals and objectives of the organization which in turn will lead to a high and sustainable firm performance.

Based on the foregoing it was posited that;

H1: Talent attraction has significant effect on organizational resilience in Nigerian QSRs.

H2: Talent recruitment has significant effect on organizational resilience in Nigerian QSRs.

H3: Talent development has significant effect on organizational resilience in Nigerian QSRs.

H4: Talent placement has significant effect on organizational resilience in Nigerian QSRs.

H5: Talent retention has significant effect on organizational resilience in Nigerian QSRs.



## **Research Methodology**

**Research Design:** A research design is the choice of what, where, when, how much, and by what means to conduct an investigation or research study (Kothari, 2004). In order to determine the link between the independent and dependent variables, this study conducted the study with descriptive survey research design using cross-sectional strategy. The researcher used questionnaires to collect data.

## **Population/Sample**

The target population for this study comprised of senior employees (supervisors and above) selected QSRs in the Nigerian hospitality industry and currently operating in Port Harcourt. This study sought to find out the factors influencing talent management and Organizational Resilience. The six branches of the QSRs selected for the study had 100 senior staff and they were all considered for the study (census).

## **Measurement of the Variables**

There are two sets of variables in this study; they are the independent variable and dependent variable. The independent variable is talent management strategies with the dimensions of talent search, talent recruitment, talent development, talent placement and talent retention (adapted from Lyria, 2014), while the dependent variable is organizational resilience and measured in terms of adaptive capacity (McManus, et al 2007; McManus, et al 2008). The study provided further clarity on the relationship between the dimensions of talent management strategies and organizational resilience.

## **Validity of the Instrument**

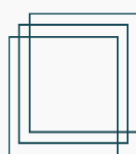
Both face and content validity of the research instrument were confirmed by experts in the field of management.

**Data Collection Method:** The primary source of data was obtained through the distribution of questionnaire to employees within selected QSRs in Rivers State, Nigeria. The researcher adopted the questionnaire method as a primary source for data collection because of the benefit associated with it such as cost efficiency.

**Instrument Design:** The questionnaire was the major instrument for this study. It was designed after an extensive literature review. The questionnaire was divided into two parts (Part 1 & 2). Part 1 contains the demographic information of respondents, while Part 2 was further divided into two sections and consists of questions relating to the dimensions of the independent variable (talent management strategies) and the measure of the dependent variable (organizational resilience) subject matter of inquiry. The questionnaire was structured along the Likert 5point scale of Strongly Agree (SA), Agree (A), Undecided (U) Disagree (D) and Strongly Disagree (SA) with a corresponding value of 5, 4, 3, 2 and 1.

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### Statistical Analysis

The researcher shall make use of tables and frequencies for the analysis of demographic distribution of the study sample. While the univariate analysis will be done using mean and standard deviation. The bivariate analysis will be done using Multiple Regression Analysis being a parametric analytical tool to test the postulated hypotheses with the aid of Statistical Package for Social Sciences version 25.0.

### Research Results

#### Reliability Analysis

The reliability of the 18-item research instrument was ascertained with Cronbach Alpha. The value of the Cronbach Alpha is .791. This value is above the threshold value of .7 as suggested by Nunnally and Bernstein (1994). This shows that the measuring instrument for the influence of talent management on organizational resilience is internally consistent and therefore helpful and applicable in measuring opinions of service employees in a typical QSR.

#### Data Analyses

To ascertain the effect of talent management attributes on organizational resilience, multiple regression analysis was conducted.

**Hypothesis 1, 2 and 3** Table 1-3 Multiple Regression analysis showing the effect of talent management attributes on organizational resilience.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.936 <sup>a</sup>	.877	.872	.23595

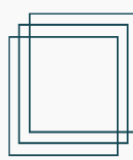
a. Predictors: (Constant), Talent Retention, Talent Recruitment, Talent Placement, Talent Development, Talent Attraction

**Table 2: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.166	5	9.833	176.625	.000 <sup>b</sup>
	Residual	6.903	124	.056		
	Total	56.069	129			

a. Dependent Variable: Organisational Resilience

b. Predictors: (Constant), Talent Retention, Talent Recruitment, Talent Placement, Talent Development, Talent Attraction



**Table 3: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	-1.722	.370		-4.657	.000
	Talent Attraction	.117	.080	.142	1.458	.147
	Talent Recruitment	.641	.096	.385	6.676	.000
	Talent Development	.489	.113	.370	4.343	.000
	Talent Placement	.168	.063	.175	2.654	.009
	Talent Retention	-.064	.089	-.055	-.719	.473

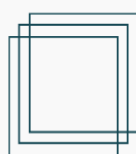
a. Dependent Variable: Organisational Resilience

Table 1 shows that R is .896, and represents the simple correlation between talent management strategies and organisational resilience in QSRs in Rivers State, Nigeria is very high. R<sup>2</sup> value (“R” Square) is .877 and adjusted R square is .872. The implication is that 87.7 % of the variance in organisational resilience can be explained by the changes in independent variables of talent management strategies in terms of talent attraction, talent recruitment, talent development, talent placement, and talent retention. As a general rule, this model is considered as a ‘good fit’ as this, linear regression model is able to explain above 60% (threshold) of variance in the dependent variable: organisational resilience (Moosa & Hassan, 2015).

The *p* value .000 is <0.05 in Table 5 is an indication that the regression model statistically significantly predicts organisational resilience which is the outcome variable.

Table 2 and 3 shows the multiple regression analysis which shows that un-standardized beta ( $\beta$ ) of talent attraction, talent recruitment, talent development, talent placement, and talent retention are: ( $\beta = 0.117$ ), ( $\beta = 0.641$ ), ( $\beta = 0.489$ ), ( $\beta = 0.168$ ), and ( $\beta = -0.068$ ) respectively, while value of R square = 0.877,  $F = 176.625$  &  $p = .000 < 0.05$ . This specifies that talent attraction, talent recruitment, talent development, talent placement, and talent retention explains 87.7% variation in organisational resilience to QSRs at Port Harcourt, Nigeria.

The result of the regression analysis shows that three out of the five talent management strategies of the QSRs influenced their organisational resilience by making significant contribution to explaining the dependent variable (see Table 5 and 6). The three significant factors are: talent recruitment, talent development, and talent placement,  $\beta = 0.641$ ,  $p = 0.000 < 0.05$ ), ( $\beta = 0.489$ ,  $p = 0.000 < 0.05$ ) and ( $\beta = 0.168$ ,  $p = 0.009 < 0.05$ ), considering their respective degrees of contribution. This implies that only three of the talent management variables made significant unique contribution to the equation.



Therefore, the model can be written as:

$$\text{Organisational Resilience} = 0.641 (\text{TLA}) + .489 (\text{TLD}) + .168 (\text{TLP}) - 1.722$$

The model suggest that by associating any of the three talent management attributes of QSRs, the empirical model can increase the level of organisational resilience when other things remain constant. Accordingly therefore, changes in talent management attributes of talent recruitment of each QSR can have the biggest influence on level of organisational resilience as its beta co-efficient ( $\beta = 0.641$ ,  $p=0.000 < 0.05$ ) is the highest and significant, followed by talent developemnt ( $\beta = 0.354$ ,  $p=0.000 < 0.05$ ) and talent placement ( $\beta = 0.168$ ,  $p=0.009 < 0.05$ ).

### **Testing of hypotheses 1, 2, 3, 4,5 and 6**

#### **Decision Rule**

If  $PV < 0.05$  = Hypothesis is supported  
If  $PV > 0.05$  = Hypothesis is not supported

**H1:** The outcome of analysis show that talent attraction had no significant effect on organisational resilience to the QSRs in Port Harcourt ( $\beta = 117$ ,  $p=0.147 < 0.05$ ).

**H2:** The outcome of analysis show that that talent recruitment had no significant effect on organisational resilience to the QSRs in Port Harcourt ( $\beta = 641$ ,  $p=0.000 < 0.05$ ).

**H3:** The outcome of analysis show that talent development had significant effect on organisational resilience to the QSRs in Port Harcourt ( $\beta = 489$ ,  $p=0.000 < 0.05$ ).

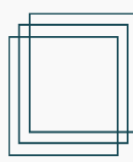
**H4:** The outcome of analysis show that talent placement had significant effect on organisational resilience to the QSRss in Port Harcourt ( $\beta = .168$ ,  $p=0.009 < 0.05$ ).

**H5:** The outcome of analysis show that talent retention had no significant effect on organisational resilience to the QSRs in Port Harcourt ( $\beta = .064$ ,  $p=0.473 > 0.05$ ).

#### **Discussion of Results**

**Hypothesis 1** showed a non significant effect of talent attraction on organisational resilience towards QSRs in Port Harcourt ( $\beta = 0.117$ ,  $p=0.147 < 0.05$ ). Therefore, H1 is not supported. As noted by Mwanzi, et al (2017) the effectiveness of an organization could be improved in terms of adaptive through employees in the QSR. When the right employees are attracted to the organization, the capacity to adapt to organizational challenges will be very easy.





**H2** Talent recruitment had significant effect ( $\beta = 0.641$ ,  $p=0.000 < 0.05$ ) on organisational resilience in QSRs in Port Harcourt. This finding is inconsistent with view of Okonkwo, et al (2015) who asserted that in a competitive marketplace the ability of organisations to effectively manage employee talent engenders organizational success. When the right candidates are recruited into an organization, the chances of putting the right employee in the right job position becomes possible.

**H3:** Talent development had significant effect ( $\beta = 0.489$ ,  $p=0.000 < 0.05$ ) on organizational resilience in terms of adaptive capacity in QSRs in Rivers State. This finding is consistent with Rukunga and Nzulwa (2018) who found that learning and development strategy influenced organisational performance greatly in the telecommunication industry in Kenya. This is understandable because talent development means skills development which enhances the ability of service employees to render quality services in a firm such as QSRs.

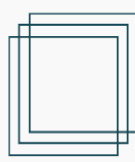
**Hypothesis 4** posited a significant effect of talent placement on organisational resilience towards banks in Port Harcourt. With  $\beta = 0.168$ ,  $p=0.009 < 0.05$ , the effect is significant. This result is consistent with the prediction of H2 and is therefore supported. Thus, a higher level of talent placement done by QSRs is associated with a high propensity by organisations to achieve resilience in the business environment.

**Hypothesis 5** posited a non significant effect of talent retention on organisational resilience towards QSRs in Port Harcourt. With  $\beta = 0.064$ ,  $p=0.473 < 0.05$ , the effect is not significant. This result is inconsistent with the prediction of H5 and is therefore not supported. Thus, a higher level of talent management strategy in by an average QSR does not guarantee retention of service employees by the organisations.

### **Conclusion**

The empirical study investigated the effect of talent management strategies on organizational resilience in terms of adaptive capacity in the QSRs in the hospitality segment of the tourism market in the City of Port Harcourt, Rivers State, Nigeria. Data collected from current employees (senior staff from the rank of supervisors) of six QSRs was used to test five hypothesized relationships developed for the study. The empirical results supported all the research hypotheses significantly except one on talent retention.

A very important finding of the study is the fact that the statistical analysis of the effect of the five dimensions of talent management strategies on organizational resilience in terms of adaptive capability showed that only three dimensions of talent management strategies (talent placement,  $\beta = 0.641$ ,  $p=0.000 < 0.05$ ;  $\beta = 0.489$ ,  $p=0.000 < 0.05$ ;  $\beta = 0.168$ ,  $p=0.009 < 0.05$ ), had significant effect on organizational resilience, while



two had insignificant influence (talent attraction  $\beta = 117, p=0.147 < 0.05$ ; talent retention  $\beta = 117, p=0.147 > 0.05$ ). The reasons for this findings may not be far-fetched. For example, the insignificant effect of talent attraction on organizational resilience could be ascribed to the fact that employees could be attracted to a particular organization for the wrong reasons. For example some employees could be attracted to a particular organization because of their relationship with the stakeholders and consequent upon this, the recruitment process could be used to bring in incompetent employees who may be related to the owners of the restaurant without appropriate qualifications. The second insignificant effect of talent retention on organisational resilience in terms of employee adaptive capability signifies that retaining a good service employee in an organization is dependent on several factors such as organizational climate, employee rewards, etc.

It is therefore safe to conclude by stating that in the telecommunication industry in Rivers State, talent recruitment had the greatest influence on organizational resilience, followed by talent development and talent placement, while talent attraction and retention made insignificant influence on organizational resilience.

### **Recommendations**

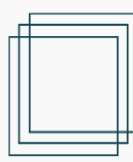
It is very important for entrepreneurs managing QSRs to identify, evaluate and manage talent management strategies that are capable of improving the adaptive capability of service employees. Thus, it is recommended that organizational managers in QSRs should develop and sustain appropriate human resource management initiatives capable of influencing the adaptive capability of employees.

### **Limitations and Future Research**

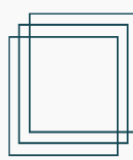
Despite how useful this current study is as discussed above, the research has its limitations. More significantly, the study can be improved upon by extending the organizational scope to include other sectors of the tourism industry such as airlines.

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**QUESTIONNAIRE**

**SECTION A.**

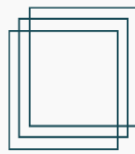
**RESPONDENTS DEMOGRAPHIC INFORMATION**

Please tick  box and supply answers as appropriate.

- i. Gender: Male.  Female
- ii. Age: Les than 20 yrs.  20-29 yrs  30-39yrs.  . 40-49yrs.  50 and above
- iii. Educational background: Secondary education.  Post-Secondary/Non-tertiary Bachelor's or equivalent  Master's or equivalent.  Doctorial or equivalent
- iv. Number of years worked: Below 2yrs.  . 3-5yrs.  6-10yrs  11- 15yrs.  15 and above
- v. Marital status. Single.  Married  Divorced

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**SECTION B**

Kindly tick as appropriate based on your level of agreement with the following statements on the variables of employee motivation, where SA=Strongly Agree, A= Agree; U = Undecided; D = Disagree; and SD = Strongly Disagree

S/N	Talent Attraction	SA	A	U	D	SD
1	Benefits accruable to potential employees are made available through the channel of communication					
2	Employees are sourced via all the channels of communication					
3	Detailed job description is made available through the channel of communication					
	Talent Recruitment	SA	A	U	D	SD
4	We were hired based on our qualification					
5	Promises outlined via the communication link was adhered to by the bank					
6	Comfortable wok environment					
	Talent Development	SA	A	U	D	SD
7	I learnt a new skill because the bank paid for it					
8	I developed my already existing skill because the bank made it possible					
9	Training opportunities are always available quarterly					
	Talent Placement	SA	A	U	D	SD
10	Tasks are assigned according to specialization					
11	Feedback from employees are not neglected					
12	There is opportunities for specialization					
	Talent Retention	SA	A	U	D	SD
13	Promotions are made available to all staffs within the bank					
14	Flexible work hours are assigned to all employees					
15	Employees are rewarded and recognized monthly					

**SECTION C** Kindly tick as appropriate based on your level of agreement with the following questions or statements on Organizational Resilience, where SA = Strongly Agree, A = Agree, U = Undecided, D = Disagree, SD = StronglyDisagree

	Organizational Resilience	SA	A	U	D	SD
1	There is improvement of brand name					
2	There is increase in customers					
3	There is increase in Revenue					

**THANK YOU**