
TALENT DEVELOPMENT AND FIRM RESILIENCE OF HOTELS IN PORT HARCOURT, NIGERIA

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Abstract: *This study explored the relationship between talent development and firm resilience of hotels in Port Harcourt. The study adopted a descriptive research design with a population element of 105 hotel managers, it conducted a census of the managers from 35 hotels in Port Harcourt, Rivers State, Nigeria. After data collection and collation, copies were analyzed using the Spearman rank correlation coefficient with the aid of Statistical Package for Social Sciences (SPSS version 21.0). The findings revealed that talent development had a positive correlation with measures of firm resilience: firm robustness and firm agility. Based on the findings, the study recommended that managers of hotels should initiate talent development programs, support, and encourage talent/knowledge sharing among employees to enhance talented staff's ability to handle jobs more efficiently, with adequate funding to enhance their robustness and agility. Amongst the proposals for further studies include the study only focused on the quantitative method of analysis thus, other researchers can explore qualitative methods to adopt QSR Nvivo and other tools to see the level of outcomes and correlations between the constructs.*

Keywords: Talent, Talent Development, Firm Resilience, Firm Robustness, Firm Agility.

Introduction

Today's quickly evolving business landscape places significant external pressure on the company. Due to the increased volatility and competition in the business world, companies have had to focus more on crisis, catastrophe, and strategic management to safeguard themselves against potentially debilitating events. In the business sector, "exceptional agility in responding to unexpected shocks" and "constant vigilance to sense potential vulnerabilities" are two qualities that are essential (Pettit et al., 2019). Due to the rapid pace of change in business circumstances—including social, economic, and political shifts as well as crises and hyper-competition—the importance of a firm's ability to withstand adversity has grown in recent years. Businesses need to be resilient so that they can successfully adjust to the ever-evolving business environment. Organisations that are resilient can adjust to new circumstances with little disruption in operations (Mallak, 1998), as cited in Kantur and Iseri-Say (2015). Companies that are resilient can succeed in a variety of environments. Firms can gain a competitive edge through resilience initiatives (Teixeira & Werther, 2013). According to these authors, a resilient business is one that routinely anticipates potential risks and takes preventative measures in advance. Resilience, according to Legnick-Hall, Beck, and Lengnick-Hall (2011), is a novel and profoundly transformative concept that shares elements with other firm capacities such as flexibility, adaptability, and agility. Therefore, they defined resilience as "the firm's aptitude to successfully incorporate, develop customised adjustments to, and subsequently engage in revolutionary activities to capitalise on disrupting circumstances that ultimately jeopardise firm sustainability." Kantur and Iseri-say (2015) created a valid and reliable organisational resilience measure that considers toughness, adaptability, and honesty. Since businesses are managed by humans, the level to which they adapt to shifts in the business environment might vary from one organisation to the next. Cultural patterns and views on risk within an organisation are also a source of friction, according to DuHadway et al. (2018). When a company has a strong culture of learning and growth, employees are much less likely to hold back their best work under pressure or consider quitting the company altogether. Instead, the worker will adapt quickly to the new circumstances to maximise output, performance, and success. Pettit et al. (2019) argue that to truly build resilience, a cultural transformation is necessary. Investing in an organization's talent pool has the potential to reduce employee turnover, boost engagement, and foster a sense of ownership in the workplace. The new trend, involves, among other things, the requirement for talent development. Due to factors such as increased job mobility, workforce demographic shifts, a renewed emphasis on leadership and corporate success, globalisation, and economic conditions, top talents and performers regularly switch jobs. A person's talent is their consistent display of useful patterns of thought, emotion, or action. A person's "capabilities and art" in a field, along with their "high potentials" and "rare knowledge," have the power to reform and change an organisation. The firm's ability to lure, pool, participate, develop, and keep talented individuals who can adapt their skills and ideas to new situations and achieve success thanks in large part to the technique of talent development. Companies have more success in the long run when their people development strategies are in sync with their company strategy. Injecting fully capable human resources into the company is why talent development is so important. To be resilient and successful, businesses must make deliberate investments in their compensation system and in the training and development of their employees. According to Rowland (2011), a well-thought-out plan can help businesses succeed while facing challenges. Sustainable development in the tourism industry was the focus of Eketu's (2015) research, and she looked at the connection between talent management and enterprise resilience. That effective talent management practices are directly linked to a travel agency's ability to weather storms. It suggests that companies' R&D

departments implement talent management programmes to help identify, cultivate, and deploy the strategic skills and individual talents needed to attain high resilience capacity for sustainable development. Knowledge management and organisational resilience were two topics that Umoh and Amah (2013) investigated in the Nigerian Manufacturing Organisation. Knowledge management was found to significantly increase firms' resilience, according to the results. Positive and significant effects on organisational resilience were found for acquiring information, information storage, exchange of information, and information utilisation. Based on the results, businesses should keep working to improve their knowledge management practises, especially in the areas of knowledge appropriation, information storage, exchange of information, and knowledge utilisation, as doing so improves organisational adaptability, resourcefulness, learning, and resilience. (Dalayga & Baskaran, 2019) investigated how talent development practises affected employees' plans to remain with their companies in the private healthcare sector of Malaysia. Employees' intentions to remain with the company were shown to be positively correlated with the extent to which talent development practises were implemented, suggesting that talent development plays a critical role in increasing employee retention. The results confirmed the importance of training and career advancement and highlighted the need for more careful planning of individualised training and the provision of exceptional career development plans for acquiring and perfecting the expertise needed to adapt to the ever-evolving challenges of the business world. The idea of organisational resilience, which Kantur and Iseri-say (2015) established, involves Robustness and Agility. Therefore, this research adds to the growing body of literature on business resilience by employing a quantitative approach to evaluate and analyse the connections between the firm robustness and firm agility scales constructed by (Kantur & Iseri-Say, 2015) and talent development.

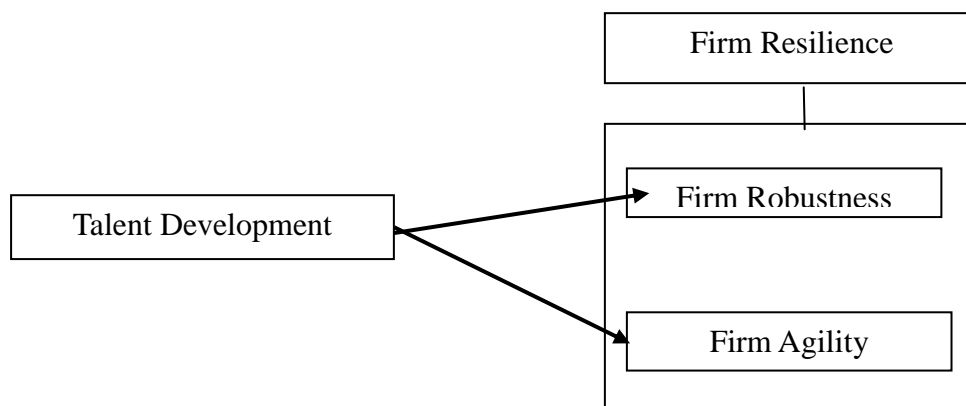


Figure 1: Operational Framework of the Research Work

Review of Related Literature

Theoretical Framework

Knowledge-Based View of the Firm

The Resource-Based View gives birth to Knowledge-Based View of the firm. Research into organisational learning and intellectual capital now has a solid theoretical foundation. In contrast to more conventional economic components of production, such as machinery or labour, knowledge is a permanent asset. It is widely agreed that the knowledge-based perspective of the enterprise is sufficient for the current economic climate (Grant, 2002;

Mathews, 2003). The knowledge-based view viewpoint was developed in the field of strategic management; it is a development of the resource-based view of the business first advocated by Penrose in his 1959 theory of the firm and then developed further by Wernerfelt in 1984, Barney in 1991, and Conner in 1991. "Penrose envisioned the company as an administrative structure and a stockpile of tangible (land, equipment) and intangible (people) assets that together generate value for the enterprise. Therefore, this research will focus on human resources where there is a tight connection between the information that employees remember and the outcomes the company experiences. Knowledge is ingrained and conveyed via routines, information systems, organisational culture and identity, rules, and personnel, according to Penrose and Curado and Bontis (2006), who argue that businesses are basically just stores of knowledge. Knowledge-based resources are mostly intangible, and dynamic too; and they permit unique growth. Grant (2002) and Mathews (2003) both note the importance placed on intangible assets in this setting. Knowledge is used during production at companies. The likelihood that intangible resources, and particularly firm-specific resources like expertise, would provide competitive advantage is greater than that of physical resources (Hitt, Bierman, Shimizu, & Kockhar, (2001). Knowing more than the competition is the only way to stay ahead of them (Nonaka, 1991). Since intangible resources are often uncommon, socially complex, and hardly imitable, they have a higher likelihood of producing competitive advantage than natural resource monopolies (Hitt et al., 2001). The Knowledge-Base View, then, is an extension of the Resource-Base View that may be used in a business setting. Umemoto (2002) argues that knowledge is one of the most valuable resources for developing a sustainable competitive advantage. The intangible resources are the ones that truly generate sustained competitive advantage, as they are generally rare and socially complex (Peteraf, 1993). The company's knowledge assets are of paramount importance (Grant, 1996). Knowledge, learning capacity, culture, cooperation, and human capital are further highlighted as contributing the most to the firm's sustainable competitive advantage by Hitt et al., (2001). Therefore, companies must invest in their intellectual resources if they want to keep their competitive edge. High-performing companies are widely acknowledged to attribute their success mostly to the calibre of its employees. Better knowledge may lead to greater strategic adaptability and quicker response times to changes in the environment (Volberda, 1996). Penrose's research seemed to indicate that the quality of an organization's services was directly related to its employees' level of expertise.

Built-to Change Theory

The requirement for a company's capacity to adapt to its surroundings has grown in significance as the pace of change quickens. Organisational effectiveness specialists Lawler and Worley developed the notion of built-to-change in their 2006 book *Built to Change: How to Reach Sustained Organisational Effectiveness*, published by Jossey-bass. Companies should be designed to encourage and enable transformation (Lawler & Worley, 2006). To help businesses keep up with the rapid pace of change, the Build-to-change hypothesis highlights designs and practices that may be used. According to Lawler and Worley (2006), organisations that encourage constant change are in tune with their surroundings, open to new ideas and methods, dedicated to enhancing their performance over time and rewarded for taking risks. According to the Built-to-Change idea, businesses should be made to accommodate the introduction of new methods and procedures. The thesis showed that a company's identity, competencies, strategic goals, and organisational structure all play significant roles in shaping the success of change initiatives. Since globalisation and societal change are accelerating, businesses are actively looking for ways to become more agile, flexible, and innovative. Lawler and Worley (2006) added that several commonplace aspects of organisational structure work against rather than in favour of innovation. To become

organisations that are "built to change," businesses must reevaluate some of their most fundamental design assumptions, including those pertaining to people management, compensation, structure, communication, and decision-making.

Talent Development

Clarifying the meaning of "talent" before addressing its cultivation would be beneficial. Some experts and academics, like Vlădescu (2012), think of talented individuals as those who have extraordinary, prospective talents that allow them to increase production, affect efficiency, and improve the organization's performance. Others, such as those who subscribe to the Egalitarian Approach, see ability as applicable to everyone. It posits that everyone in an organisation possesses latent talents and potential that may be developed into a source of competitive advantage. In an egalitarian setting, anyone who has sway over the organization's trajectory towards its goals might be considered skilled. Administrations at businesses shouldn't zero down on a select few superstar employees, though. Talented people are defined as those that demonstrate initiative, dedication, and the ability to consistently produce results to advance the organization's goals. However, there are several interpretations of what constitutes skill. Experts disagree on what exactly talent is; some say it's the propensity to do great things, while others say it's the capacity to be among the most intelligent of your peers. According to Asaad and Shen (2015), "talented people differ in their personality, mindset, knowledge, skills, abilities, and experience, even their performance differs in aligning with the strategy of their firm. In the workplace, the talented are those that exhibit several qualities that are beneficial to the company's success (Cappelli, 2008). (Collings and Mellahi, 2009) state that it is a preternatural talent that is very effective in one's chosen profession. Strategic thinking, an entrepreneurial spirit, the power to convince and influence, a focus on results, persuasive and influencing abilities, emotional intelligence, collaboration, adaptability, dynamism in the face of change, expert technical proficiency, and leadership qualities are all components of the idea of talent. One who excels beyond expectations and fulfils goals is considered talented. Alferaih et al. (2018) and Tlaiss et al. (2017) highlight talent development as an essential part of both local and global talent management. (Bathmavathy & Shathees, 2019) A robust succession plan and handling "zero talent outages" are within the purview of talent development. According to Joanna (2012), businesses that invest in their employees' growth and development foster an environment where employees feel valued and empowered to contribute their full potential. Dimensions of talent development include learning/training and progressing in one's chosen profession. Organisational success relies heavily on the learning and development of exceptional workers, hence learning and development programmes have emerged as a need (Burgard & Gorlitz, 2014). Workers in the modern day are always on the lookout for ways to further their professional development and stay competitive in the job market. Talent management in the modern day is more complex than ever before, necessitating innovative approaches from businesses. Employees need training to improve their abilities so they can adapt to the ever-evolving workplace. Therefore, training improves talent retention in ways that go beyond monetary compensation.

Firm Resilience

The capacity of the firm to spot and position new risks and opportunities ahead of rivals is essential in today's volatile and uncertain business climate. The capacity to promptly identify hazards and seize opportunities is key to a resilient business. Resilience in the face of adversity seems to be a must-have skill for any successful company nowadays. The ability of a company to anticipate and adapt to new circumstances is crucial not just to its continued existence but also to its growth, expansion, and commercial success. Strong

resilience is required for effective adaptation to any sort of change, not only catastrophe. Any firm that is resilient in adversity or change is well-equipped to adjust to new circumstances. According to the PWC Firms Network, PWC 18th Annual Global CEO Survey 2015, resilient businesses have several distinguishing characteristics. A company's ability to capitalise on change is characterised by its adaptability, cohesiveness, and nimbleness. Companies rely heavily on them to represent their own internal skills and adaptability. Agility is the power of a system to expedite or speed up decision making, and execution as needed; cohesiveness is the ability of the company to make judgements that will be beneficial to both parties; and adaptive capacity is the ability of the firm to reorganise for change after a setback. Equally important to an organization's adaptability are the qualities of accuracy, importance, and trust in its business relations and connections with its suppliers, customers, and other stakeholders. When a company is reliable, trustworthy, and able to consistently meet the demands of its stakeholders, it is considered relevant, reliable, and trustworthy.

Firm Robustness

The robustness of a company may be defined as its capacity to create conflict-free, durable systems and procedures. According to a remark from Töpfer and Günther (2009), "robustness" means that there is little chance that something will go wrong while providing the service. The robustness of a firm is more of a quality than a capacity. A company's stability is underpinned by its business practices and technology, organisational culture and adaptability, and risk and crisis management techniques. To be considered robust, a company must possess qualities such as an adaptable culture, quickness to embrace commercial opportunities, and fortitude in the face of adversity. Turning things around, a healthy organisation has leaders who can entice and keep the most qualified workers by giving the company's long-term strategy meaning and relevance. A strong firm is one that can continue to function normally and achieve desirable outcomes regardless of external factors. Possessing all potential and extraordinary qualities; being robust, unlikely to crack, and resistant to chaos and steady.

Firm Agility

Agility is the ability to quickly adapt to new circumstances (Bessant et al., 2001). In a volatile corporate climate, agility means seizing opportunities presented by change (Sharifi & Zhang, 2001). The ability to adapt and thrive in a changing environment is what we mean when we talk about agility (Dove, 2001). Agility means you can quickly and efficiently adapt to unexpected developments (Erande and Verma, 2008). Agility is the ability to move and think quickly and deftly. According to Yeganegi and Azar (2012), an agile group responds rapidly and cooperatively to external stimuli to achieve its goals. Agility in the workplace is a constant process, much like technological progress. Agility in business is something that may be developed rather than innate (Doz, 2008; Alzoubi et al., 2011). For a business to be agile, it must have strategic thinking, talents with a creative attitude, the capacity to embrace change, and the willingness to be proactive and adapt to new circumstances on a consistent basis. Therefore, it is crucial for the continued existence of commercial enterprises. Agility in a corporation results from its capacity to change and evolve. Adaptability helps ensure that a company's activities are well suited to its environment, while flexibility highlights the efficiency with which a company can mobilise its resources. Businesses are considered agile if they can respond quickly and effectively to changes in their environment. The firm's ability to adapt is evaluated by observing how it makes decisions and reacts to external factors. The entrepreneurial vigilance, foresight,

intuition, and initiative that make up a firm's abilities are important to the success of any business, according to Mische (2000), who argues that businesses must prioritise agility if they want to stay relevant. It's a benchmark for maintaining peak efficiency throughout time. Agility in the workplace requires going beyond the company's procedures to focus on its people, its teams, and its overall culture. According to Yeganegi and Azar (2012), a more agile business is better able to adapt to its surroundings, which in turn boosts its productivity. An agile company is one that can quickly adapt to changing market conditions and other business challenges. Sambamurthy et al. (2003) state that agile decision-making, agile practise, and agile application are the three pillars of a truly agile business for businesses to be responsive, they must be able to organise and reallocate resources to take advantage of the possibilities they have identified (Oosterhout et al., 2006). Agility in business requires the ordination of pliable and malleable qualities. According to the research of Hitt et al. (2007), "firm agility" refers to a proactive management strategy aimed at preserving a company's resources and quickly meeting the demands of consumers. The speed with which a company can adjust to changes in its industry (Sherehiy et al., 2007). Agility may be broken down into two basic components: flexibility and speed (Sherehiy, 2008).

Empirical Review

Mousa et al. (2020) investigate the impact of multi-stakeholder networks on academics at three private international institutions in Cairo, Egypt, and how organisational learning affects their level of organisational resilience. Academics' organisational resilience was studied using a structural equation to ascertain the moderating function of a multi-stakeholder network. The results show that Organisational Learning has a statistically significant effect on faculty members' organisational resilience. In addition, the results demonstrated the multi-stakeholder network's crucial function as a mediator between organisational learning and resilience. According to the results, giving the dynamics of Organisational learning (such as coaching, mentorship, seminars, and training opportunities) more thought is important. Knowledge management and organisational resilience were the variables that Umoh and Amah (2013) investigated in the Nigerian Manufacturing Organisation. The Spearman rank correlation coefficient and the Multiple Regression Model. Knowledge management was found to significantly increase an organization's resilience, according to the results of knowledge acquisition, knowledge storage, knowledge sharing, and knowledge utilisation. had an effect on firm resilience. It recommended that businesses should continue to improve their knowledge management practices, particularly in knowledge acquisition, knowledge storage, knowledge sharing, and knowledge utilisation, as it can improve firm adaptability, resourcefulness, learning, and resilience. (Dalayga & Baskaran, 2019) investigated the connection between talent development practises and employee retention to remain in private healthcare organisations in Malaysia. With the use of surveys, a structural equation model was created and evaluated. The results showed a positive and statistically significant correlation between talent development practises and workers' intentions to remain with the company, highlighting the significance of talent development in increasing employees' commitment to staying with the business. The results confirmed the importance of investing in one's own education and professional growth to adapt to a constantly shifting business climate. Al-Ayed (2019) conducted research into the effects of strategic human resource management practises on private hospital resilience. The study's findings, confirmed with the use of statistical software like IBM SPSS 24.0 and AMOS 22, suggest that strategic human resource management practises contributing to organisational resilience. The strategic value of human resource practises was shown to be the most

impactful variable on organisational resilience, followed by human resource analytics, and then high-performance work practises, according to the study. Management training's impact on Nigeria's manufacturing sector's resilience was studied by Umoh, Amah, and Wokocha (2014). The hypotheses were evaluated using Spearman's Rank Correlation. The results showed a favourable correlation between enhancing management skills and organisational resilience, and study proved that management development significantly affects organisational resilience. The research also confirmed that organisations may employ management development programmes as a knowledge retention tool, guaranteeing that their top leaders possess the know-how to steer their teams' efforts in the most productive directions. To determine how agile capabilities and information-sharing practises help Jordanian manufacturing firms obtain a competitive edge, Almahamid and Awwad (2010) conducted extensive research to investigate the role of agile capabilities and knowledge-sharing practices in gaining competitive advantage in the manufacturing companies in Jordan. The data was analysed using a convenience sample and multiple regression. The study indicated that knowledge-sharing practises and agile skills both significantly influenced an organization's competitive advantage for the better. The work emphasised the importance of firms establishing agile capabilities and knowledge-sharing practices to have an edge competitively.

Method of the Paper

The research utilised a quasi-experimental design and a cross-sectional survey methodology, which facilitated the use of questionnaires for data collection. The study's target population comprises 635 hotels located and registered in Port Harcourt. The study's population comprises 105 managers from 35 hotels that are accessible and have registered offices in Port Harcourt. The research conducted a census of hotel managers hailing from 35 distinct hotels situated in Port Harcourt. Data were obtained from both primary and secondary sources: a structured questionnaire was administered to the selected hotel firms in Port Harcourt. The study adopted and utilised content validity, encompassing face and sampling validity. Consequently, the survey tool exhibits both face and sampling validity. The evaluation of the reliability of the survey instrument was conducted using Cronbach's alpha coefficients test, executed with the aid of the statistical package for social sciences (SPSS). Therefore, solely the items that exhibit alpha values of 0.7 or higher are deemed suitable for assessing internal consistency. The Cronbach's alpha Test was conducted to determine the results of the Predictor and Criterion variables. The method of data analysis is the Spearman Rank Order Correlation Coefficient technique as it fits the data which expressed the relationship between the Criterion and Predictor variables studied. The reason for using this technique was because it required data on Ordinal Scale. It is a non-parametric method of testing data.

Results

Correlation of Analysis and Decision Rule

Decision rules

In testing the hypotheses, the following rules are followed strictly to arrive at the final decisions:

- Accept the Null hypotheses (H_0) and reject the Alternate hypotheses (H_a) if the probability value (PV) > 0.05 and the correlation value < 0.5 .
- Reject the Null hypotheses (H_0) and accept the Alternate hypotheses (H_a) if the probability value (PV) < 0.05 and the correlation value ≥ 0.5 .

- The strength of the relationship is decided; thus, -0.1 to -0.4(weak negative relationship), -0.5 to -0.6 (moderate negative relationship), -0.7 to -0.8 (strong negative relationship), -8 to -10 (very strong negative relationship) while +0.1 to +0.4 (weak positive relationship), +0.5 to +0.6 (moderate positive relationship), +0.7 to +0.8 (strong positive relationship), +8 to +10 (very strong positive relationship).
- **Hypothesis One**
- **H₀₁**: There is no relationship between Talent Development and Firm Robustness of firms among Hotels in Port Harcourt

Correlations

			Talent Development	Firm Robustness
Spearman's Rho	Talent Development	Correlation Coefficient	1.000	.823**
		Sig. (2-tailed)	.	.000
	Firm Robustness	N	80	80
		Correlation Coefficient	.823**	1.000
		Sig. (2-tailed)	.000	.
		N	80	80

** . Correlation is significant at the 0.05 level (2-tailed).

- **Source:** Field Survey Data, SPSS Output

Decision: From the SPSS table above, the probability value is 0.000 ($PV < 0.05$) while the correlation value is 0.823 which implies strong positive relationships between talent development and firm robustness. Hence, we reject the null hypothesis and accept the alternative hypothesis which states that there is a significant relationship between talent development and firm robustness of hotels in Port Harcourt.

Hypothesis Two

H₀₂: There is no relationship between Talent Development and Firm Agility of firms among Hotels in Port Harcourt

Correlations

		Talent Development	Firm Agility
Spearman's Rho	Talent Development	1.000	.811 **
	Correlation Coefficient		
	Sig. (2-tailed)	.	.000
	N	80	80
	Firm Agility	.811 **	1.000
	Correlation Coefficient		
	Sig. (2-tailed)	.000	.
	N	80	80

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey Data, SPSS Output

Decision: From the SPSS table above, the probability value is 0.000 ($PV < 0.05$) while the correlation value is 0.811 which implies strong positive relationships between talent development and firm agility. Hence, we reject the null hypothesis and accept the alternative hypothesis which states that there is a significant relationship between talent development and firm agility of hotels in Port Harcourt.

Discussion of quantitative findings

The findings from testing all the hypotheses indicated a positive and significant relationship between the variables of interest, as indicated by the SPSS table correlations of *0.823 and *0.811, respectively. The data showed a direct link between hotel success and investment in their employees' professional growth in Port Harcourt. As a result, it was deduced that talent development, firm robustness, and firm agility all have favourable associations, but not to the same extent.

Relationship between talent development and firm robustness

A significant positive linear correlation ($\rho = 0.823$) between talent development and firm robustness was found, the probability value is 0.000 ($PV < 0.05$), supporting the first Hypothesis which stated that there is a positive relationship between the two. Therefore, items of talent development, such as the presence of policies that encourage career growth and developmental opportunities; the identification of knowledge, skills, and abilities that may need improvement; the development of the capabilities of existing staff; the provision of adequate training to enable current employees to do their jobs well; and the achievement of goals despite obstacles; relate positively with firm robustness. Accordingly, the respondents agree that the talent development item as a variable on the predictor axis connected and might be positively associated with the firm resilience of hotels in Port Harcourt. Hence, this study's association is in line with previous research by researchers such as Eketu (2015), and Mousa et al. (2020).

Relationship between talent development and firm agility

Based on the rho value of =0.811 and the P-value of less than 0.05 ($P\text{-value} = 0.000 < 0.05$), the fourth hypothesis was supported, showing that talent development has a positive linear notable correlation with firm agility. As a result, firm agility is positively correlated with

talent development items such as: having policies that promote career growth and developmental opportunities; identifying knowledge, skills, and abilities that may need improvement; developing the capabilities of existing staff; providing adequate training to current employees so that they can do their jobs well; and achieving goals despite obstacles. Accordingly, the respondents agree that the talent development item as a variable on the predictor axis connected and might be positively associated with the firm resilience of hotels in Port Harcourt. Therefore, the present study's favourable association is in line with previous research studies such as Umoh and Amah (2013), Almahamid and Awwad (2010).

Recommendations

The following suggestions were derived from the findings and discussions:

- i. Hotels management should ensure to have policies that provides developmental opportunities to encourage their employees' professional growth to enable them to swiftly adapt to the ever-changing demands of the market as these will enhance the firms' robustness
- ii. Firms should identify knowledge, skills and abilities among their employees that may need improvement and provide them with adequate training to develop their capabilities to do their job well as these will enhance the firms' agility
- iii. Hotels management may improve their establishments' resilience by providing opportunities for staff members to build their skills and share what they've learned with one another.

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