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Talent Management and Organizational Resilience in Manufacturing Firms in Port Harcourt

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Abstract:

This study examined the effect of talent management on organizational resilience in manufacturing firms in Port Harcourt. A total of 120 managers were randomly drawn from six selected firms out of the 31 manufacturing firms operating in Port Harcourt. The instrument used for data collection were questionnaire and oral interview. A total of 92 copies of questionnaire were distributed, 83 copies of the questionnaire were retrieved and only 79 copies of the questionnaire were analyzed. Spearman Rank Order Correlation Coefficient statistical tool was used to test the hypotheses. The findings revealed that talent management is significantly related to organizational resilience. Based on these findings it was concluded that talent management has a significant influence on organizational resilience. The study therefore recommends that firms should be able to search for talent among its employees and employ individuals with talents, instead of continuing with the “who do you know syndrome”. In other words, talent management should be used as a tool to enhance organization resilience.

1. Introduction

Global sudden change in the way organizations compete with each other happens repeatedly in the world. Firms once considered as effective will most likely fail unless currently associated and related risk factors.

In order to thrive in a successful way in current work environment from one mood to another and dynamism. It is therefore necessary that firms must ensure they focus on resilience. Resilience applies at several levels comprising various levels such as that of the firm, region, and that of the national. At the national level, serious issues related to established and recognized societal institutions must be solid and made robust by various policies and legal measures, in the interest and welfare of the nationality in operations, crisis and resilience. At the level of the region it is important that particular infrastructural assets are effectively harnessed in highly interdependent ways in the service. At the organizational level, it is imperative that single and individual firms as well as units of operation ensure that their business operations and service delivery capacities are effective and efficient enough to handle their main business functions.

According to Mitroff (2015), the necessity for organizations to be resilient holds significant implications for the activities of the organization and its competitive position. Organizational resilience can be considered an ever evolving result that adds to business performance as well as during crisis events. Organizations are required to change suitably for a new situation thus enabling them to effectively manage disruptive challenges (Weick and Sutcliffe, 2007; Durodie, 2003).

Leonard (2005) observes that most organizations that could be considered as being resilient in time past such as the likes of Wal-Mart was involved in the revival of customer service and rendering support to communities affected in the hurricane Katrina which occurred in Mississippi coast and before public notice by the US weather agency, Wal-Mart recorded a high success in their response which in turn led to high brand reputation.

Another example is the 2013 terrorist violence in Kenya West Gate Mall that resulted in 68 deaths, including four attackers, with over 200 non-fatal injuries. The terrorists held many customer's hostage and it took four days to end the attack. The mall's reopening was seen as a demonstration of Nairobi's resilience in the face of terrorism (Resilience, 2013).

Ballard (2014) observed that the creation and sustenance a resilient work force involves concepts of various organizational wealth. In a globalized work environment, basic issues include the recruitment and maintenance top talent, with more emphasis, realizing the cost, processes and ability to succeed in matters of health and other recurring changes in the function of human resources personnel. This is where talent management comes in as a bridge in the gap.

Talent management is linked to practice of HR strategy in enhancing value of the business to achieve the optimum goals of the organization and use of strategic human resources to enhance business value and make it possible for firms to achieve their goals. It is concerned with everything that is done to identify and acquire effective staff as well as the development of such workers which would form the core of the organizations operations. The role of talent management is to identify and acts on the basic that a successful,

effective and efficient organization is only as good as its human resource, their skills, their knowledge and their experience, as well as the way they do things and their attitudes as they do them (Sullivan, 2004). The significance of the correlation between talent management and organizational resilience becomes stronger when considered in relation to the context of the Nationality, and society. Organizations may be in existence for the purpose of profitability through product and service delivery, however, their success and achievements are built around their human resource base been possessed by the organizations work force (Guthridge et. al, 2008). Several studies have examined extensively the subject of talent management as a tool in enhancing organizational resilience. In Nigeria however, there is very little research showing the relationship between talent management and organizational resilience. This work intends study the variables in the manufacturing sector in Port Harcourt.

1.1. Statement of the Problem

Michaels, et. al (2001), observed that the problem of organizations can be traced to their inability to effectively coordinate and manage the skills and talent of their human resource. This is because they have often disregarded the effect of their employee knowledge and skills and have concentrated mostly on the technical and robotic aspects of the role much to the neglect of the human resources of their organization.

This event and circumstance has been affected by the emergence of organizational behaviour which has concentrated much on the on human behaviour aspect of the organization as well as the application and utilization of scientific approaches in the management of such behaviour (Northcraft and Neale, 1990). This area of study made it feasible to better manage human capital resources in solving organizational problems as it enabled people to understand, analyze and define behaviour in organizations (George and Jones, 1990). Koontz, O' Donnel and Wehrich (1980) assert that organizations are constantly faced with uncertainty in the environment and have to cope with factors such as political instability, economic factors, government regulations, and other legal factors as well as employee turnover are disturbances that can affect entire business operations of firms.

Talent management is a global issue and affects every business and industrial facet; by giving roles to those with required skills. Organizations should in a determined & thorough way give support to employees in order to facilitate continuity in key positions of the organization. It is more concerned with developing individuals with the capacity to be efficient and effective workers and leaders in position, in any area of human resources. While organizations operate to provide goods and services that for utilization, such activities are hinged on their staff (George and Jones, 1996).

The goal of resilience is to enhance aspects of the organizational functioning such as is concerned with their assets, reputation, employee motivation, market share and profit growth in such a way that it (the organization) strives amidst all the challenges. Stakeholders like the community and government have been advised to continually ensure that infrastructures provided by organizations in the face of hazards in order to keep enjoying good service,

Anyanwu (2000) pointed out instances of low level of technology, and poor rate of capacity utilization, poor investment, inflation issues and production cost as some of the recurring and consistent problems experienced by manufacturers in the manufacturing industry. A major problem facing manufacturers for several years has been poor infrastructure as well as inadequate supply of power (Corporate Nigeria, 2010). We are to examine the extent to which management of talents in organizations relate to organizational resilience in manufacturing firms in Port Harcourt.

According to Forman, (2005), the dimensions of talent management, comprise of identification, development and utilization of talent. Hollnagel, (2011) suggested ways to be resilient as ability to monitor & answer to something etc. This research will examine the relationship of the dimensions of talent management on the measures of organizational resilience as conceptualized below.

1.2. Research Questions

The objectives above seek to know how talent management enables organizational resilience as well as how organizational factor influence talent management to produce organizational resilience. The following questions therefore arise.

- i. To what extent does talent identification affect ability to respond to crisis in the manufacturing industry?
- ii. To what extent does talent development affect the ability to respond to crisis in manufacturing firms?
- iii. To what extent does talent utilization affect the ability to respond to crisis in manufacturing firms?
- iv. To what extent does talent identification affect ability to monitor risks in manufacturing firms?
- v. To what extent does talent development affect ability to monitor risks in manufacturing firms?
- vi. To what extent does talent utilization affect ability to monitor risks in manufacturing firms?

To what extent does work culture moderate the relationship between talent management and organizational resilience in manufacturing firms?

1.3. Research Hypotheses

For this research work, the following research hypotheses will be formulated and will be tested in order to investigate the influence of talent management and organizational resilience in selected manufacturing companies in Rivers State.

1. Ho₁: There is no significant relationship between talent identification and ability to respond to crisis in manufacturing firms.
2. Ho₂: There is no significant relationship between talent development and ability to respond to crisis in manufacturing firms.
3. Ho₃: There is no significant relationship between talent utilization and ability to respond to crisis in manufacturing firms.
4. Ho₄: There is no significant relationship between talent identification and ability to monitor risk in manufacturing firms.
5. Ho₅: There is no significant relationship between talent development and ability to monitor risks in manufacturing firms.
6. Ho₆: There is no significant relationship between talent utilization and ability to monitor risks in manufacturing firms.

7. Ho₇: Work culture does not significantly moderate the relationship between talent management and organizational resilience in manufacturing firms.

2. Review of Related Literature

2.1. Concept of Talent Management

Talent management can be considered a traditional human resource management reflecting and representing the management of people within the workplace. It is a binding factor and helps both the employee and management attain their goals (Mitchell, 2010; Berker, 2009). Talent management in this context can be considered the combination of processes aimed at keeping stock of good employees with the skills at the right job and time. It is an unceasing and consistent process that plans the organizations skill and knowledge needs, develops images aimed at attracting the very best, ensures that recent recruits are well placed and efficient in their roles, keep the talent and take it to where it is useful and optimal in the firm (Henderson, 2008).

Boudreau and Ramstad (2007) assert that talent management is a wealth of knowledge of workers as well as large number of individuals with intentions to be involved. Similarly, Jubert (2007) contends that talent refers to an individual's ability to motivate those around him or her. Michaels, et al (cited in Cartwright, 2003) described talent is the totality of an individual's skills, intrinsic gifts, knowledge, attitude towards issues, and the capacity to understand and make meaning of situations. In a similar manner, a known step taken to train & empower employees to meet current & future goals and objectives of the organization (Stockely, 2005).

Organizations continue to keep employees who are effective in their duties (Zenith, 2014). He also looked at the importance of talent as when people see issues as minor and create opportunities for innovation.

Matching those gifts with the right position and the right firm can exponentially improve results.

Talent will attract talent: this is in reference to top workers that take advantage of others like them, with effective and productive groups, comprising of workers who are ambitious hence stronger levels of cooperation with higher levels of efficiency and capacities that enhance business outcomes and increases profitability, creative ideas that also encourage the growth of the organization as well as customer satisfaction.

Such are the kind of organizations and workplace talented employees and individuals desire in that it advances them and allows them to grow. Such environments boost job satisfaction, and also facilitate employee retention and enhance the trustworthiness of the organization and management. When talent is recruited, it is concerned with not just employees, but also indicates that the organization is ready for the expectations of (Zenith, 2014).

This is as the concept and development of talent discovered in 1865 to the fields of arts and entertainment management, publications & other literary articles, actual interest in talent management within sphere of the organization arose in the 1990s with the emergence of a study on talent management. Various human resource professionals as well as consultants identified the necessity of this movement; therefore, several studies were carried out in the following years by several human resource professionals and management specialists to ascertain and minimize talent scarcity within organizations.

Tarique and Schuler (2010) observe that as an outcome of this, the concepts of talent management entailing acquisition development and retention of skilled employees became popular among human resource professionals and consultants.

Talent management is a process adopted in ensuring that organizations get the right individuals with the required skill set at the right point. Conscious, pre-empted and logical effort to encourage individual development and ensure continuity in important positions including top management, technical and other professional as well as specialist roles. It requires a de-emphasis of job placements and more about individual development with the objective of generating effective employees and managers in various positions, within areas concerned with human resources. It is concerned with the implementation of integrated strategies or otherwise systems designed features and functions so as to improve processes for the recruitment and development of individuals with analytical skills and personalities to meet both current and futuristic organizational goals.

Evidence reveals that organizations around the world are having difficulty finding required talent (Meisinger, 2008). Japan, India and Brazil top the list of countries having problem with finding adequate talent for various job specifications. Studies reveal that organizations which adopt various strategies in managing talent and development. Nonetheless, three lines come into view as observed by previous research (Collings and Mellahi, 2010).

It is however not in vogue to list talent or skills, the trend now is to put them in a scale, from the least to the most important, selected or required or for a job in a firm. An example of how scale can be used for the measurement of talent was provided by Armstrong (2001) using the behavioural competency of personal drive.

2.2. Talent Identification

This is a process of locating the right people for each role within the organization and by understanding what constitutes high performance in each role. It is the identification of candidates with the abilities that will facilitate the achievement of goals thus enabling support for the long term goals of the organization. It is imperative because acquiring the right people helps increase turn over and increase profitability for the organization.

In a similar manner, employing the wrong candidates can cost business firms money and customers, as well as operations as a whole. The choice of talent is relevant to understanding what makes role expectations different from others as well as the understanding of the metrics comprising each role (Braver, 2006). Situations like this require the analysis of the job which assists in determining necessary abilities, knowledge, and behaviour which are required, especially if you have a number of role specifications that appear similar.

2.3. Talent Development

Getting and sustaining competitiveness in organization, firms have to be involved in changing its stakeholders within it by planned and unplanned way. (Cousins, 2005).

Knowledge & growth is an important talent management technique in organizations which helps in developing skills that is required by the employees.

2.4. Talent Utilization

There is an open war for talent in today's economic scenario and as the right talent becomes seldom and firms seek transpicuous ways to retain them, talent managers will resort to the increasing use of assessment tools and analytics to optimize talent utilization.

Farther, due to budgets constraint, as a result of the economic downturn, talent managers will only provide coaching and mentoring to chosen high performers. There will be a shift in the total role of HR and the concentration will emphasize the development and advancement of individuals for increased capacity. Organizations will only invest on individuals in order for them to become effective leaders and members of the organization (Judhajit, 2015). This is as emphasis is not just placed on the right talent but also on the acquisition of the best employee. Organizations require small percentages of prospective leaders who can be counted on to lead the organization in basic positions, but as observed, in any organization, if 20% of the workers contribute to the total performance then the remaining 80% are either financially draining the organization or an opportunity cost.

2.5. Organizational Resilience Concept

We have "resilience" which in Latin "salire" meaning A rise up and "Salire" meaning to rise back as well as "resilo" which means the ability to rebound or jump back (Resnick, Lisa, and Gwyther, 2011; Dalziell and McManus, 2004; Pflanz and Lewis, 2012; Rochas, Kuznecova and Romagnoli, 2014).

According to Marcos (2008), Resilience is seen as an organizational quality necessary to carry out innovations, make it suitable for new use and recover from shock. Organizations that are resilient tend to go for the best, which is what makes them able to recover from harms/ shock that befalls them with the global economy fast growing, uncertain, and inconsistent.

Resilience is defined as a positive capacity to cope with stress or adversity (Hollnagel, 2010). Resilience in the work place is the ability of employees to take several challenges of work place; learn new technology, organizational changes, downsizing, mergers, increased work load, budget pressures etc. (Hollnagel and Woods, 2006).

Sharing decision making power brings about goo response on employees.

Employees who are resilient put less time accepting change which makes them improve in view of production & standards (Mallak, 2010). It comprises the abilities a firm put to contain disconnections and the will to change plans. Organizational resilience comprises the abilities of a firm to withstand systematic disconnections, and the capacity to adapt to new methods and techniques as well as recent market expectations has formed different risk events (Starr and Delurev, 2003). Various and differing issues with regards the age, size, branches, factors as relates to the resilience of the firm.

As observed by Arsovski et al (2009), various market expectations offer complexity and varying conditions and atmosphere for business wherein the sources of risk are handled with a degree of competitive advantage acquired through the application of business strategies (Somers, 2009).

Expectations of customers around the world has increased during the last decade, also organizations (Lee, 2012). Moreover, studies explained that increased organizational resilience results in greater accountability at all levels, increased collaborations; improved efficiently, and sustainable and effective outcomes (Hollnagel, 2010).

Moreover, research studies revealed that resilience is one of the most primary factors concerned in ascertaining whether an employee is satisfied, successful and satisfied (Shatt, 2008). Building resilience also curtails stress and lessens the risk of depression and mental illness (Arsovski, et. al, 2009). Research endeavours show that enhanced resilience significantly contributes to employee job satisfaction productivity and employee retention within the organization (Shatt, 2008).

These are all abilities that would likely have been pre-empted, hence avoiding the occurrence of various unwanted or undesirable events. Important arguments for the abilities are the underlying factors such as the level of experience, competency, resources and knowledge (Hollnagel& Woods, 2006). Furthermore, the ability to anticipate means that workers must be able to consider themselves relative to their working environment, which means being attentive and reflective.

It is Resilience offers a solid structure and platform for employees, teams and the firm to manage and cope adequately as well as effectively in times of change, high pressure and change. Organizations which have highly motivated employees are highly unlikely to deal with the expectations of high work demands consistently without adequate recovery invariably leading to burnout issues (Comcare, 2008).

According to Comcare (2008) a balanced work facilitates safer and healthier ways of going about productivity and the manner in which it is carried out hence a balanced effort and recovery process from stress associated factors which is important to the continuity of resilience.

Empirical research reveals that casual factors such as accidents and other related occurrences in the work places reveals a break-down of communication systems, inattention, work overload, lack of concentration, bad decision making, poor estimates and planning, emotional burdens and stress factors (Dekker, 2005).

2.6. Moderating Effect of Culture on the Relationship between Talent Management and Organizational Resilience

Organizational culture can be described as a pattern of assumptions, perceptions, views and opinions which could be invented, developed or learned through the shared experiences of a certain persons and forces externally from the internalization of various artefacts and new ways of applying skills at work, its challenges and issues (Amah, 2009). Organizational culture encompasses created assumptions, which are shared and transferred amongst members as a way of doing things within the organization.

Recent recruits would need to adapt to the systems and processes of the organization leading to new belief systems. The newly acquired and adaptive behavior or attribute, which would be instilled through organizational policies and regulations, is associated with the rituals, myths and symbols of the organization and is used to reinforce the core assumptions of the organization (Wasti, 2003). Evidence from previous research (Clugston, 2000; Wasti, 2003) reveals that organizational culture significantly impacts on the behavior of the organization and is a pervading aspect which determines its structural features and practices; one of which is the level or kind of talent management practice adopted; hence implying outcomes such as performance, productivity and resilience as further being enhanced by the cultural tendencies of the organization (Amah, 2009; Wasti, 2003). The effectiveness of any organization is consequential to the characteristic of its culture, which invariably influences the way managerial functions of communication, directing, staffing, organizing and controlling are handled including factors such as training, development as well as role placements (Clugston, 2000; Wasti, 2003).

With respect to workers, corporate culture can be considered as the binding factor which connects the organization to its employees and further enhances the continuity and nature of various employee support activities. It is crucial in enhancing recognizable talents, skill capabilities as well as their applications, placement and functionality (Silverthorne, 2004).

2.7. Operational Framework

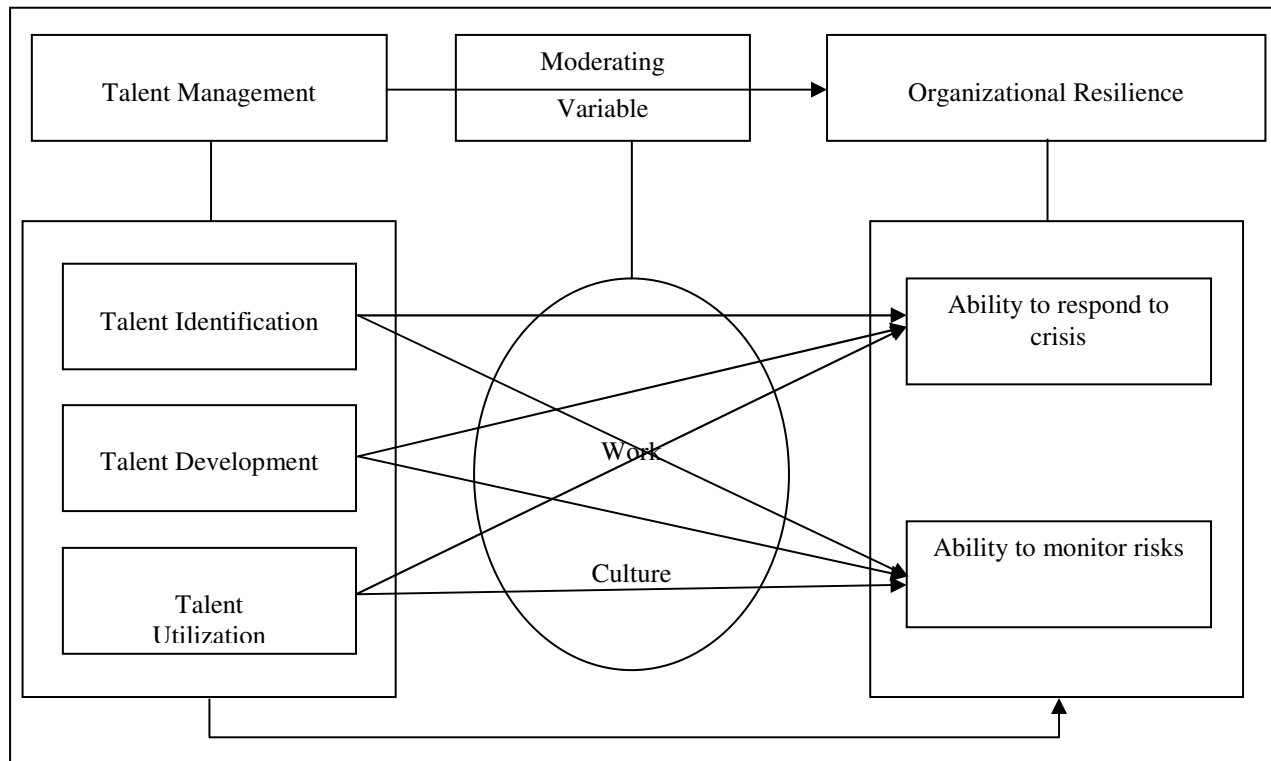


Figure 1: Forman (2005, Talent Management) and Hollnagel (2011, Organizational Resilience).
Sources: Researchers Concept, 2015, Adapted from

3. Research Methodology

This study was limited to all registered manufacturing firms operating in Port Harcourt. According to the “Manufacturers Association of Nigeria” (MAN), there are thirty-one (31) registered manufacturing firms operating in Port Harcourt which constitutes the target population. However, due to the difficulty of conducting a successful study on the entire population, the researcher will limit the study to an accessible population which will consist of all registered chemicals and polypropylene manufacturing firms in Port Harcourt. Available data from the Manufacturers Association of Nigeria, Port Harcourt, revealed a total of six (6) registered chemicals and polypropylene manufacturing firms registered with it.

4. Results and Findings

→ H_{O1} : There is no significant relationship between talent identification and ability to respond to crisis in manufacturing firms.

4.1. Tests for Relationship between Talent Identification and Ability to Respond to Crisis

			Identification	Crisis
Spearman's rho Identification	Correlation	Coefficient	1.000	.955
	Sig. (2. tailed)			.044
	N		79	79
Crisis	Correlation	Coefficient	.955	1.000
	Sig. (2. tailed)		.044	
	N		79	79

Table 1

From the result of the above table, the correlation coefficient ($\rho = 0.955$) between Talent Identification and ability to respond to crisis is very strong and positive. The significant value of 0.000 ($p < 0.05$) reveals a significant relationship between both variables. Based on that, the null hypothesis was rejected. Therefore, there is a significant relationship between talent identification and ability to respond to crisis in manufacturing firms.

- Hypothesis Two

→ H_{O2} : There is no significant relationship between talent development and ability to respond to crisis in manufacturing firms.

4.2. Tests for Relationship between Talent Development and Ability to Respond to Crisis

			Identification	Crisis
Spearman's rho Identification	Correlation	Coefficient	1.000	.955
	Sig. (2. tailed)			.044
	N		79	79
Crisis	Correlation	Coefficient	.955	1.000
	Sig. (2. tailed)		.044	
	N		79	79

Table 2

From the result of the above table, the correlation coefficient ($\rho = 0.932$) between Talent development and ability to respond to crisis is very strong and positive. The significant value of 0.000 ($p < 0.05$) reveals a significant relationship between both variables. Based on that, the null hypothesis was rejected. Therefore, there is a significant relationship between talent development and ability to respond to crisis in manufacturing firms.

- Hypothesis Three

→ H_{O3} : There is no significant relationship between talent utilization and ability to respond to crisis in manufacturing firms.

4.3. Tests for Relationship between Talent Utilization and Ability to Respond to Crisis

			Identification	Crisis
Spearman's rho Identification	Correlation	Coefficient	1.000	.955
	Sig. (2. tailed)			.044
	N		79	79
Crisis	Correlation	Coefficient	.955	1.000
	Sig. (2. tailed)		.044	
	N		79	79

Table 3

From the result of the above table, the correlation coefficient ($\rho = 0.887$) between Talent utilization and ability to respond to crisis is very strong and positive. The significant value of 0.000 ($p < 0.05$) reveals a significant relationship between both variables. Based on that, the null hypothesis was rejected. Therefore, there is a significant relationship between talent utilization and ability to respond to crisis in manufacturing firms.

- Hypothesis Four
→ H_{O4} : There is no significant relationship between talent identification and ability to monitor risk in manufacturing firms.

4.4. Tests for Relationship between Talent Identification and Ability to Monitor Risk

			Identification	Crisis
Spearman's rho Identification	Correlation	Coefficient	1.000	.955
	Sig. (2. tailed)			.044
	N		79	79
Crisis	Correlation	Coefficient	.955	1.000
	Sig. (2. tailed)		.044	
	N		79	79

Table 4

From the result of the above table, the correlation coefficient ($\rho = 0.945$) between Talent identification and ability to monitor risk is very strong and positive. The significant value of 0.000 ($p < 0.05$) reveals a significant relationship between both variables. Based on that, the null hypothesis is rejected. Therefore, there is a significant relationship between talent identification and ability to monitor risk in manufacturing firms.

- Hypothesis Five
→ H_{O5} : There is no significant relationship between talent development and ability to monitor risks in manufacturing firms.

4.5. Tests for Relationship between Talent Development and Ability to Monitor Risk

			Identification	Crisis
Spearman's rho Identification	Correlation	Coefficient	1.000	.955
	Sig. (2. tailed)			.044
	N		79	79
Crisis	Correlation	Coefficient	.955	1.000
	Sig. (2. tailed)		.044	
	N		79	79

Table 5

From the result of the above table, the correlation coefficient ($\rho = 0.901$) between Talent development and ability to monitor risk is very strong and positive. The significant value of 0.000 ($p < 0.05$) reveals a significant relationship between both variables. Based on that, the null hypothesis is rejected. Therefore, there is a significant relationship between talent development and ability to monitor risk in manufacturing firms.

- Hypothesis Six
→ H_{O6} : There is no significant relationship between talent utilization and ability to monitor risks in manufacturing firms.

4.6. Tests for Relationship between Talent Utilization and Ability to Monitor Risk

			Identification	Crisis
Spearman's rho Identification	Correlation	Coefficient	1.000	.955
	Sig. (2. tailed)			.044
	N		79	79
Crisis	Correlation	Coefficient	.955	1.000
	Sig. (2. tailed)		.044	
	N		79	79

Table 6

From the result of the above table, the correlation coefficient ($\rho = 0.945$) between Talent utilization and ability to monitor risk is very strong and positive. The significant value of 0.000 ($p < 0.05$) reveals a significant relationship between both variables. Based on that, the null hypothesis is rejected. Therefore, there is a significant relationship between talent utilization and ability to monitor risk in manufacturing firms.

- Hypothesis Seven

For the partial correlation analysis, the moderating effect of the contextual factor which is organizational culture on the relationship between talent management and organizational resilience. The study adopts the partial correlational tool in the test for the moderating effect of organizational culture.

	Talent		Resilience	
	Talent	Resilience	Talent	Resilience
Correlation	1	.741	.741	1
Sig. (2-tailed)		.000	.000	
N	79	79	79	79

Table 7: showing the relationship between talent management and organizational resilience
Source: Data output

4.7. Correlation between Talent Management and Organizational Resilience

The data (table 4.20) indicates that there is a significant relationship between talent management and organizational resilience where Rho value = 0.741 and where $P < 0.05$ implying a 0.05 level of significance at a 95% confidence interval.

Control Variables		Talent		Resilience	
		Talent	Resilience	Talent	Resilience
Culture	Correlation	1.000	.611	.611	1.000
	Significance (2-tailed)	.	.000	.000	.
	df	0	75	75	0

Table 8: showing the control for the moderating effect of organizational culture
Source: Data output

4.8. Control for the Effect of Organizational Culture

The data (table 4.21) reveals a significant moderating effect of organizational culture on the relationship between talent management and organizational resilience where Rho value = .611 indicating significant moderation at a $P < 0.05$ level of significance and at a 95% confidence interval

5. Summary for Test of Results

Serial	Hypotheses Statement	Significance	Results	Decision
Ho ₁	There is no significant relationship between talent identification and ability to respond to crisis.	0.000($P < 0.05$)	.955	Reject
Ho ₂	There is no significant relationship between talent development and ability to respond to crisis.	0.000($P < 0.05$)	.932	Reject
Ho ₃	There is no significant relationship between talent utilization and ability to respond to crisis.	0.000($P < 0.05$)	.887	Reject
Ho ₄	There is no significant relationship between talent identification and ability to monitor risk in firms.	0.000($P < 0.05$)	.945	Reject
Ho ₅	There is no significant relationship between talent development and ability to monitor risks in firms.	0.000($P < 0.05$)	.901	Reject
Ho ₆	There is no significant relationship between talent utilization and ability to monitor risks.	0.000($P < 0.05$)	.811	Reject
Ho ₇	Work culture does not significantly moderate the relationship between talent management and organizational resilience.	0.000($P < 0.05$)	.741 .611	Reject

Table 9

5.1. Conclusions of the Study

Based on the findings of the study, the followings are recommended;

- i. Organizations and manufacturing firms should be able to search for talent among its employees and employ individual's that are talented instead of continuing with "who do you know syndrome"
- ii. Trainings should always be given to employees in a routine basis. With these, their skills will be enhanced which in return will impact positively to the establishment.
- iii. A detailed job description should always be made available to employees, as well as making engagement of the employee a top priority. This will bring about successful utilization of talented employees.

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