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ABSTRACT

This study examined the relationship between talent attraction and employee resilience in deposit money banks in Port Harcourt, Nigeria. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through a structured questionnaire. The population for this study was 283 staff of the 22 deposit money banks in Port Harcourt. The sample size for the study was 166 calculated using the Taro Yamane sample size determination formula. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman Rank Order Correlation. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings revealed that there is a significant relationship between talent attraction and employee resilience in deposit money banks in Port Harcourt. The study thus concluded that the when deposit money banks adopt talent attraction to secure the services of valued talent, employee resilience is enhanced. The study recommended that management of deposit money banks should be on the look-out to attract employees whom potential has been a positive impact on the companies and use it to motivate other employees with similar ability among the employees working within designated department in the company.

Keywords: Talent Attraction, Employee Resilience, Adaptability, Proactiveness, Interpersonal Competence

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INTRODUCTION

Adversity helps individuals grow beyond their previous condition, becoming strengthened and more resourceful (Sutcliffe & Vogus, 2003). When individuals effectively manage adverse situations they transform themselves into even more resilient persons, growing rather than preserving their self. Studies of positive emotion as a primary component of resilience support this view in predicting an upward spiraling effect of people's positive reaction to difficulties (Fredrickson & Joiner, 2002). The intention to become an improved person is therefore worth examining as a fundamental dimension of resilience. It appears especially relevant in large organizations, where the complexity and uncertainty of organizational life are likely to increase the possibility that individuals will meet adversity (Luthans, Vogelgesang & Lester, 2006).

At the individual level, Vogus (2003) views resilience as the ability to absorb strain and preserve or improve functioning during adversities such a leadership crisis, major change, production pressures or external demands by stakeholders. A well-co-ordinated talent attraction program is a sure means of attracting resilient employees.

Talent management as a process of attracting and integrating new people, developing and retaining current employees, compensating and motivating skillful workers all in a bite to achieve the aims and objective of the organization. Therefore, employees with high potential, uncommon knowledge and capacity that will bring the desired goals and

success in the organization should be attracted and retained. With the finding employee's talent must be adequately motivated so as to have competitive edge in value generation to the organization.

Katou and Budhwar (2007) opines that organizations should pay proper attention to the processes that is involve in talent attraction, retention, training and development, motivation and welfare of on-air and off-air personality as is a panacea to employees' competence of any organization. In addition, Hartley (2005) attributed talent grooming and retention are key indicator of the organizational growth and it is therefore important to note that good talent management strategies adopted by organization are precursor to market flexibility, adaptability and company's competence of prospective organizations.

The purpose of this study is to investigate the relationship between talent attraction and employee resilience deposit money banks in Port Harcourt.

This study was guided by the following

- What is the relationship between talent attraction and interpersonal competence in deposit money banks in Port Harcourt?
- What is the relationship between talent attraction and adaptability in deposit money banks in Port Harcourt?
- What is the relationship between talent attraction and proactiveness in deposit money banks in Port Harcourt?



Figure 1: Conceptual framework for talent attraction and employee resilience

Source: Desk Research (2021)

LITERATURE REVIEW

Theoretical Foundation

Social Cognitive Career Theory (SCCT)

The social cognitive career theory was conceptualized as a derivative of Bandura's general social cognitive theory in which the intersection of intrinsic and extrinsic factors influences psychosocial learning. This theory has been termed as the most promising career theory that may prove satisfactory in retention and career development. Lent and Brown (2006) expanded the scope of social cognitive career theory, offering a new and related social – cognitive model designed to explain the ways in which previously identified inputs such as self-efficacy and outcome expectations, along with person and contextual variables are related to job satisfaction. The authors cited recent research (Heller, Watson & Ilies, 2004), that linked job satisfaction to overall subjective well-being, thus providing a rationale for the use of the theory in the current research. The primary focus is on the central elements of social cognitive namely: self-efficacy and outcome expectations. Self-efficacy can be defined as an individual's sense of control and responsibility for his/her personal environment. It is also defined as the beliefs in one's capability to organize and execute the courses of action required to produce given attainments. Self-efficacy is concerned with the belief in the ability to exercise control over one's actions and events that affect their lives. Beliefs impact life choices, motivation, quality of actions and the ability to overcome adversity. The sources of self-efficacy are derived from three sources: mastery experience, vicarious experience and social persuasion. Vicarious experience is observing the model of someone similar managing a task successfully and drawing experience. Outcome expectations refer to the personal belief that successfully performing certain tasks may result in probable response outcomes.

Lent *et al.* (2006) expanded upon Bandura's work to focus exclusively on the development of the individual within the context of career. Managers who wish to retain talent can borrow heavily from

this theory. Career behavior is driven by self-efficacy or the belief in the ability to accomplish something worthwhile. The degree of achievement depends on two factors: outcome expectations or the idea that initiating a particular behavior will yield the desired results and goals. If a person feels confident of his/her abilities, he/she is more likely to take specific actions to reach them. This is especially so for the young generation of employees popularly known as the millennials. They have grown up with an abundance of role models from parents and other mentors and still expect the same at work.

Talent Attraction

The ability to attract external talent depends upon how potential applicants view the organization or industry, whether they share the same values with the organization. The creation of an attractive employer brand is an important factor in attracting external talent. Talent attraction is an addictive organizational process that involves recruitment, selection, induction and placement of potential workforce. Employees are certainly the best asset to the organization, it is therefore essential for organizations to attract and hire the right people to work in their firms to achieve the firm's objective Ashton and Morton, (2005).

These days media organizations top most priority is how they will source and attract the best talented employee to assist its survival in the industry. Therefore, talent attraction has turned out to be the key strategy to hire and fill the skill gap in the organization. Accordingly Tamunomiebi and Zepobipi (2013) refers to human resources procurement herein talent attraction as a process of acquiring the skill and competence requirements of the organization. The process commences with the confirmation of employment opportunity, recruitment, selection, employment contract, induction and it terminates at personnel assignment. For this reason, HR practitioners should ensure they procure people with the necessary competence without biasness.

Employee Resilience

A number of publications have been made on the concept of resilience in management literature. It gained prominence in the field of organizational behaviour in the early 1980s, where it was referred to an individual ability to withstand and rebound from crisis (Watsh, 1996). It was first subjected to organizational context by Wildavsky in 1988. Since then, the concept has been a subject of progressive attention due to its implications on organizational and employees' effectiveness. For example, Petak (2002) conducted a research on resilience in the face of disasters like earthquake, Mallak, (1998) also discussed resilience in relation to healthcare system. While Comfort et al. (2001) examined it using information systems. Jeffery and Linda Russell,(2006) defined resilience as the ability of a body to recover from or adjust to misfortune or change. Luthans, (2002) defines resilience as a developable capacity to rebound or bounce back from adversity, conflict, failure and increased responsibility. It is also the ability of strained body to recover its size and shape after being subjected to adversity or stress. But to us, it is the ability and tenacity of a body to persevere in the face of adversity. Reivich & Shatte (2002) investigation on resilience in adults dealing with stressful situations shows that resilience behaviour enables someone to bounce back in the face of adversity and stress. The implication of the existence of this type of rare behavioural tendency in the foundation of individual behaviour is strategic in nature. Thus, it provides the organization with competitive advantage since they have a remarkable tenacity to persevere in the face of adversity or stress. It therefore, behoves on the Human Resource Development professionals to develop and sustain this type of behavior amongst its workforce. Hence, employees play important role in addressing change (Shin, Taylor & Seo, 2012).

Interpersonal Competence

Interpersonal Competence – This concept is likened to Robert Katz managerial interpersonal skill. Interpersonal competence is a salient aspect of a

resilient employee. It is an individual's ability to understand and empathize with others within the organization. Employees with interpersonal competencies demonstrate a high level of emotional intelligence since they work well with others both individually and in groups (Robbins et al, 2011). This is because; they have a high level of self and social awareness and the ability to maximize this awareness to effectively manage themselves and their affinities with others (Golman, 1997). Considerable research has shown that resilience results from positive social relationships, the ability to control one's own emotions, and feelings of competence (Doll, Zucker & Brehm, 2004). Schneider et al, (2013) opines that emotional understanding facilitates resilience and has a positive correction with positive effect.

Adaptability

Adaptability - Practically, resilient people are those who are usually aware of and sensitive to the changes and happenings in their environment. In Koontz and Weihrich, (1999) they succinctly put that organization does not completely isolate itself from its operating environment, thus, there is a mutual reliance.

However, this mutual reliance presents the organization with opportunities and adversity of variable degrees. Hence, adversity is associated with strains and pressures; it requires a progressive adaptive capacity from the organization and its employees to synchronize such changes. This is because; adaptation is a major driver of a sustained resilient behaviour. Specifically, studies indicate that resilient individuals are better equipped to cope with constantly changing workplace (Tugade & Fredrickson, 2004), therefore the employees must be influenced to act in the favour of the organization's objectives. Denison (2007) define adaptability as translating the demand of business environment into action.

To survive and make profit, organizations and their employees need to continuously adapt to the different levels of environment uncertainty (Amah&

Baridam, 2012) and Daft (1998) puts it that environmental complexity is a vital contingency for organizational structure and internal policies. Leaning on these postulates, it therefore, means that organization must have internal behaviours or policies imbedded in its core culture that encourages adaptive behaviour in the event of any adversity emanating from the environment.

Proactiveness

Resilient people are die-hard fellows. They rather than simply reacting to a change, actively engage it. They respond and face adversity head-on. Rotter (1966) conclude that resilient people tends to have an internal locus of control where they believe that they have the capacity and the responsibility to determine their own fate. Robbin et al. (2011) described proactiveness as a personality trait that describes people who are prone to take actions to influence their environment. Given this assertion resilient people focuses on stabilizing their influence over a change through assertive behaviours and actions. Frankl (1963) believes that proactive tendency enables resilient people to successfully preserve their self-efficacy in the face of change, no matter how traumatic.

Various items on the proactive personality scale were found to be good indicators of a person's likelihood of becoming an entrepreneur, including gender, education and possessing a proactive personality (Robbins et al., 2011). This further buttress that proactive work behavior contributes to entrepreneurial ventures.

Talent Attraction and Employee Resilience

Talent attraction and Employee resilience falls in the domain of social baseline theory because it characterizes an employer and employee relationship, Ahiauzu and Asawo (2016). Armstrong, (2006), argued that one of the main factors to implement successfully talent management in the resilient of an employee is the total commitment from the part of employee and employer. According to Brush, Ceru and Blackburn (2009), talent management is positively correlated with the chances of employee resilience.

It is therefore important for organizations to attract and retain employees which will not just increase profitability through product innovation, increased market share but also be flexible in the complex economic scenario of the nation (Ashton and Morton, 2005). Telecommunication companies (the target industry) presently are focus on how they will source and attract the best talented employee to assist its survival in the market. Katou and Budhwar (2007) in their study of Greek manufacturing firms using resilience determinant such as adaptation and competence found out that there is a positive relationship between talent attraction and employees flexibility. Damapour and Gopalakrishnan (2001), opined that talent attraction is positively related to product employees' competence and activeness.

Furthermore, Lockwood (2006), characterize talent retention program as the application of integrated strategies or scheme planned to enhance workplace productivity by developing improved processes for mentoring, self-assurance, personal vision of people, flexibility and adaptability, organizing, problem solving with the required skills and propensity of employees, in particular, to meet current and future business needs. Hence, talent retention programs should be gear towards the employees that will assist the organization to be flexible within the economic condition.

Based on this position, the following hypotheses are put forward:

H₀₁: There is no significant relationship between talent attraction and adaptability in deposit money banks in Port Harcourt.

H₀₂: There is no significant relationship between talent attraction and interpersonal competence in deposit money banks in Port Harcourt.

H₀₃: There is no significant relationship between talent attraction and proactiveness in deposit money banks in Port Harcourt.

METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through a structured questionnaire. The population for this study was 283 staff of the 22 deposit money banks in Port Harcourt. The sample size for the study was 166 calculated using the Taro Yamane sample size determination formula. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items

scoring above 0.70. The hypotheses were tested using the Spearman Rank Order Correlation. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$).

Table 1: Correlation Matrix for Talent Attraction and Employee Resilience

			Talent Attraction	Interpersonal Competence	Adaptability	Proactiveness
Spearman's rho	Talent Attraction	Correlation Coefficient	1.000	.780**	.825**	.617**
		Sig. (2-tailed)	.	.000	.000	.000
		N	89	89	89	89
	Interpersonal Competence	Correlation Coefficient	.780**	1.000	.539**	.433**
		Sig. (2-tailed)	.000	.	.000	.000
		N	89	89	89	89
	Adaptability	Correlation Coefficient	.825**	.539**	1.000	.670**
		Sig. (2-tailed)	.000	.000	.	.000
		N	89	89	89	89
	Proactiveness	Correlation Coefficient	.617**	.433**	.670**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	89	89	89	89

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS output version 23.0

Table 1 illustrates the test for the three previously postulated bivariate hypothetical statements. The results show that for

Ho₁: *There is no significant relationship between talent attraction and interpersonal competence in deposit money banks in Port Harcourt.*

The correlation coefficient (r) shows that there is a significant and positive relationship between talent attraction and interpersonal competence. The rho value 0.780 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation

coefficient represents a high correlation indicating a strong relationship. Therefore, based on the findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between talent attraction and interpersonal competence in deposit money banks in Port Harcourt.

Ho₂: *There is no significant relationship between talent attraction and adaptability in deposit money banks in Port Harcourt.*

The correlation coefficient (r) shows that there is a significant and positive relationship between talent

attraction and adaptability. The ρ value 0.825 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on the findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between talent attraction and adaptability in deposit money banks in Port Harcourt.

Ho₃: *There is no significant relationship between talent attraction and proactiveness in deposit money banks in Port Harcourt.*

The correlation coefficient (r) shows that there is a significant and positive relationship between talent attraction and proactiveness. The ρ value 0.617 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between talent attraction and proactiveness in deposit money banks in Port Harcourt.

DISCUSSION OF FINDINGS

The hypotheses sought to examine the relationship between talent attraction and employee resilience. Hence it was hypothesized that there is no significant relationship between talent attraction and employees' resilience. These hypotheses were tested using the Spearman Rank Order correlation technique. The study findings revealed that there is strong positive relationship between talent attraction and employee resilience in deposit money banks in Port Harcourt. The P-value (0.00) was less than the level of significance at (0.05). This finding agreed with previous findings was in line

with Ashton and Morton (2005) that employees are certainly the best asset to the organization, it is therefore essential for organizations to attract and hire the right people to work in their firms to achieve the firm's objective. Therefore, the finding has proved that talent attraction is one of the key strategy to hire and fill the skill gap in the organization. Tamunomiebi and Zep-obipi (2013) showed that in human resources procurement herein talent attraction deals with the process of acquiring the skill and competence requirements of the organization, which are measures of employees' resilience in this research. The process commences with the confirmation of employment opportunity, recruitment, selection, employment contract, induction and it terminates at personnel assignment.

CONCLUSION AND RECOMMENDATIONS

This study therefore concluded that talent management significantly influences employees' resilience. The following specific recommendations were made based on the findings of this study:

- Management of deposit money banks should be on the look-out for attract employees whom potential has been a positive impact on the companies and use it to motivate other employees with similar ability among the employees working within designated department in the company.
- Management of deposit money banks should support programs developed by employee that can serve as incentives to retain customers and also attract new customers. It is believed that this creates an emotional bond between customer and employees (and by extension the management).

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