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ABSTRACT

This study examined the relationship between talent attraction and employee resilience of telecommunication companies in Rivers State, Nigeria. The study adopted a cross-sectional survey. Primary data was sourced through structured questionnaire. The population of the study was one hundred and thirty four (134) from four telecommunication operators in Rivers State. A sample of one hundred and three (103) respondents was drawn from using the Taro Yamane's formula for sample size determination. 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 with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings of the study revealed that there is a significant relationship between talent attraction and employee resilience of telecommunication in Rivers State. The study recommended that management of telecommunication companies should be on the look-out and 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

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INTRODUCTION

Telecommunication industry is one industry that has seen the need for talent attraction within the constrained economic environment of this country. With the high level of prominence and rapid growth in information acquisition and dissemination of the same to the masses, the role of talent in managing fast changing trend within the industry cannot be overemphasized. Companies, no matter the sector of the economy, still map-out their success upon the resilient of their employees, hunt, hire and retain highly endowed flexible workforce (Ward-Johnson, 2007). Employee resilience is one major ingredient in any sector of the economy, particularly the telecommunication industry and this basic ingredient of employee resilience is “an employee committed to work and is free to give his/her maximum effort (Deevy, 1995). This commitment may however be demonstrated via employees’ behaviors that go far and above their call of duties. Resilience is characterized as the ability to bounce back from negative emotional experiences and by flexible adaptation to the changing demands of stressful experiences (Brooks &Goldstein, 2003). The demand for resilient from employees is high especially for key decision making workforce; therefore telecommunication organizations are exposed to a continuous competitive fight for the best and talented employees. Indeed, there is a paradigm shift from human resource to human capital which consists of knowledge, skills and capabilities of the people employed in an organization which is indicative of their value (Armstrong, 2011).

Talent attraction includes policies and practices that recruit and select talented individuals (Allen, 2016). The components of talent attraction are

recruitment and selection, employer branding, employee value proposition and employer of choice (Ana, 2013). Recruitment and selection requires that organizations use various methods or techniques of selecting the right talent that reflects the culture and value of that particular organization (Ana, 2013). The recruitment of members from a talent pool is the first task of talent management. The talent pool is a group of employees with special traits and is a source of future senior executives Armstrong (2009).The sources of talented employees can be internal or external. The best way to create a talent pool is the internal sources since the employees have already the knowledge of how business processes work and can be incorporated directly into the new position and the morale of workforce uplifted (Armstrong (2014). However, if the organization wants to introduce radical changes or to renew the culture, external sources are the best Armstrong (2009). Managers should realize that recruiting and developing talented staff is of importance to the success of their business objectives and hence implied that it is important for the managers to seek employees with competences and abilities that will contribute significantly to their teams.

This study examined the relationship between talent attraction and employee resilience of telecommunication companies in Rivers State. Furthermore, this study was guided by the following research questions:

- What is the relationship between talent attraction and adaptability of telecommunication companies in Rivers State?
- What is the relationship between talent attraction and proactiveness of telecommunication companies in Rivers State?

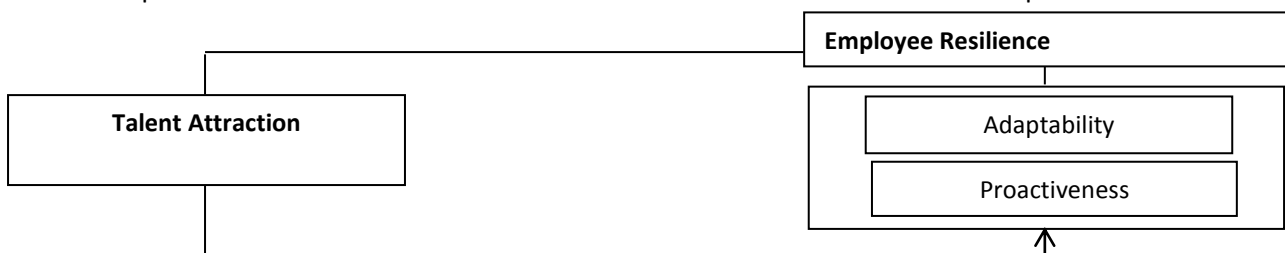


Figure 1: Conceptual framework for the talent attraction and employee resilience

Source: Author's Desk Research, 2019

LITERATURE REVIEW

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, Iles, 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 ones 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 ones actions and events that affect their lives.

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 additive 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 & Morton, 2005).

Accordingly Tamunomiebi and Zep-obipi (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. The recruitment process has been very challenging to talent managers due to the scarcity of high potential talent. This is as a result of media organizations around the state is competing for the recruitment of same talent, hence, organizations are expected to adopt standardize global and local talent recruitment practices (Stahl *et al.*, 2007). Recruitment is an additive process of accessing and bringing together of potential workforce of an organization. The recruiting of employees is the first step of talent management strategy. This is usually carried out through advertising of vacancies with the hope of attracting prospective candidates that will meet the requisite criteria of the firm for onward selection. The basic steps involve in recruitment process are as follows: verification of vacancies, job description, personnel specification and personnel sourcing.

Factors that influence Talent Attraction

Doane (2009) states that good a reputation is one of the finest recruitment instruments for attracting superior prospective employees to an organisation. A company that is well-known for positive reasons tends to attract prospective candidates. Prospective applicants are inclined to search for job opportunities with that company simply because it is well-known for their good reputation as well as for the products or services offered by the company. Again, the working environment is a significant factor for employees to be successful in their careers and for talent attraction. If working conditions do not motivate them to work then it will be an excuse for not working. Employees will enjoy working in an environment that offers a

positive work setting where they feel valued and where their efforts are capable of taking the organisation forward (Fauzi, Ahmad & Gelaidan, 2013). Significant characteristics that companies use to attract talent are compensation and benefits. Doane (2009) affirms that these can become very complicated due to the fact that businesses always try to account for their competitors while determining what is best for their own company. Competitors and various industry factors impact negatively because an organisation cannot afford to pay much below the benchmark without the loss of qualified employees. Therefore, most companies that compete in the same industry will offer compensation packages and benefits that are within a reasonable range of each other. Consequently, the competition on financial matters complicates the decision process for prospective recruits who receive similar offers from multiple companies. Numerous aspects may entice applicants and allow them to differentiate organisations from one another. This incorporates corporate culture, company policies, and the general atmosphere of the work environment. According to Hutchings, De Cieri and Shea (2011), employees will be attracted to organisations that have implemented a range of good employment practices, including competitive remuneration and bonuses, training and development, and improved workplace benefits, with a small number providing flexible, non-standard work. This indicates that some companies have high involvement work systems and suggests that companies support the view that the provision of a positive organisational environment can lead to attraction and retention of employees (Zatzick & Iverson, 2006; Boxall & Macky, 2009).

Employee Resilience

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) and Books & Goldstein, (2004) 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.

Measures of Employees' Resilience

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.

Proactiveness

Parker & Collins (2010) observed that proactiveness is the ability of being able to act in advance to deal with expected circumstances rather than waiting for them to occur first. Proactiveness involves the use of anticipatory action or initiative to solve a futuristic problem (Grant & Ashford, 2008). It is a behavioural tendency at the workplace that ensures that organizations are not taken by surprise whenever the unexpected happens. Organizations should be well prepared and positioned to handle sudden changes as a result of their proactive behaviour or attitude. Proactiveness is an aggressive pursuit of opportunities that exist within the market and also a forward-looking idea that allows for the design of new products and services in a bid to outperform competitors by anticipating demand in the future (Rauch, Wiklund, Lumpkin & Frese, 2009). Danes (2013) asserted that rather than responding to competitors maneuvers, firms should pursue opportunities in the market. Proactiveness anticipates the future, takes opportunity in the market and gains competitive advantage for an organization. New products and work processes are planned to ensure that businesses are not overtaken by events within the environment.

Talent Attraction and Employee Resilience

Talent attraction is significant for organisational productivity and thus human capital spending entails the attainment, management and maintenance of a talented workforce (Swanepoel, Erasmus, Schenk & Tshilongamulenzhe, 2014). It is significant that every recruit who joins the company must be sufficiently skilled during orientation in order to be well versed with the necessary knowledge and skills to undertake the responsibilities and accomplish organisational objectives. Several studies reveal that when employees are rewarded fairly, they will be inclined to stay with their current employer (Kwenin, Muathe & Nzulwa, 2013). Terera and Ngirande

(2014) show that there is a positive relationship between employee rewards and employee retention. This means that the more an employee is rewarded, the more likely they are to remain with that same organisation. Their study also reveals that most employees stay in the same institution for a long time because of the economic gains they receive from that institution. Taylor, Murphy and Price (2006) state that while remuneration is adversely correlated to job satisfaction, most managers view it as principal retention factor. However, Chew and Chan (2008) state that remuneration is known as a possible antecedent of organisational commitment and the intention to stay in the organisation, therefore financial rewards play a major role in talent retention.

From the foregoing the study thus hypothesized that:

- H₀₁:** There is no significant relationship between talent attraction and adaptability of telecommunication companies in Rivers State.
- H₀₂:** There is no significant relationship between talent attraction and proactiveness of telecommunication companies in Rivers State.

METHODOLOGY

The study adopted a cross-sectional survey. Primary data was sourced through self-administered questionnaire. The population of the study was one hundred and thirty four (134) from four telecommunication operators in Rivers State Nigeria, A sample of one hundred and three (103) respondents was drawn from using the Taro Yamane's formula for sample size determination. 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 hypotheses were tested based on the Spearman's Rank Order Correlation. 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: Correlations Matrix for Talent Attraction and Employees' Resilience

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

Table 1 illustrated the test for the two previously postulated bivariate hypothetical statements. The results showed that for:

Ho₁: There is no significant relationship between talent attraction and adaptability in Telecommunication Industry in Rivers State.

The correlation coefficient (r) showed that there is a significant and positive relationship between talent attraction and adaptability. The ρ value 0.825 indicated this relationship and it was significant at $p < 0.000 < 0.05$. The correlation coefficient represents very strong correlation. 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 adaptability of telecommunication Industry in Rivers State.

Ho₂: There is no significant relationship between talent attraction and proactiveness in Telecommunication Industry in Rivers State.

The correlation coefficient (r) shows that there is a significant and positive relationship between talent attraction and proactiveness. The ρ value 0.617 indicated this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient indicated a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate upheld. Thus, there is a significant relationship between talent attraction and proactiveness of telecommunication Industry in Rivers State.

DISCUSSION OF FINDINGS

The test of hypotheses examined the relationship between talent attraction and employee resilience of telecommunication Industry in Rivers State. The study findings revealed that there is significant relationship between talent attraction and employee resilience in telecommunication companies in Rivers State. This finding agrees 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 proven that talent attraction is one of the key strategies 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 commenced with the confirmation of employment opportunity, recruitment, selection, employment contract, induction and it terminates at personnel assignment. Talent attraction is significant for organisational productivity and thus human capital spending entails the attainment, management and maintenance of a talented workforce (Swanepoel, Erasmus, Schenk, & Tshilongamulenzhe, 2014). It is significant that every recruit who joins the company must be sufficiently skilled during orientation in order to be well versed with the necessary

knowledge and skills to undertake the responsibilities and accomplish organisational objectives. Several studies revealed that when employees are rewarded fairly, they will be inclined to stay with their current employer (Kwenin, Muathe, & Nzulwa, 2013).

CONCLUSION AND RECOMMENDATION

The study concluded that there is a significant relationship between talent attraction and employee resilience. Also, it was found to influence adaptability and proactiveness in telecommunication companies in Rivers State. Therefore, the study recommended that Management of telecommunication companies should be on the look-out for attracting 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.

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