

STRATEGIC TALENT MANAGEMENT AND ORGANIZATIONAL RESILIENCE OF CONSTRUCTION FIRMS IN SOUTH-SOUTH, NIGERIA

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Abstract

This study investigates the association between strategic talent management and organisational resilience of construction firms in South-South, Nigeria. Talent acquisition and talent development were used as the dimensions of strategic talent management, while organisational resilience (criterion variable) was operationalised using adaptive capacity and operational continuity. The cross-sectional survey design was adopted in this study. The accessible population comprises three hundred and twenty-seven (327) managers and supervisors of eight (8) construction firms in South, South, Nigeria. A sample size of 181 was determined using the Krejcie and Morgan table. A simple random sampling technique was used in this study. The questionnaire was the instrument for the study. Face and content validity were used, and reliability was determined using Cronbach's Alpha. Cronbach's Alpha value of 0.70 or higher was adopted as the benchmark for acceptable reliability. Spearman's correlation coefficient was used for the analysis. The findings revealed a positive association between the dimensions of strategic talent management and organisational resilience. The study concludes that strategic talent management correlates with organisational resilience of construction firms in South-South, Nigeria. The study recommends enhancing talent acquisition and development to promote organisational resilience.

Keywords: Strategic Talent Management, Talent Acquisition, Talent Development, Organisational Resilience, Adaptive Capacity, Operational Continuity.

1.0 Introduction

The construction industry, as a key driver of economic development, plays a strategic role in promoting economic growth through the provision of essential infrastructure, creating job opportunities, and enhancing the advancement of industrial and commercial growth. This sector in the developing economy often operates in a disruptive environment, characterised by evolving technological innovation, changing regulatory requirements, poor security, economic instabilities, continuous pressure from inflation, and uncompleted projects as a result of delays in project execution (Li et al., 2024). These tenacious distractions and economic volatility have intensified the need for organisational resilience, which allows organisations to prepare for potential challenges, endure disruptions, adapt effectively to changing conditions and recover from adverse events while sustaining and preserving operational efficiency, competitive performance and enhancing organisational survival. Hence, resilience has become a necessity, an indispensable competence for construction firms seeking to enhance productivity and sustain long-lasting efficiency and survival in increasingly uncertain business environments (Duchek, 2020).

Organisational resilience has emerged as a prominent area of scholarly and managerial interest owing to its capacity to strengthen organisational continuity, foster flexibility, enhance adaptability and sustained performance amid disruptive events, challenges, uncertainty and environmental disruption. Resilient organisations proactively build adaptive capabilities, go beyond crisis response to continuously develop adaptive capabilities that identify emerging threats, respond swiftly and effectively to unexpected circumstances and disruptive changes, and transform challenges into opportunities to enhance competence, higher organisational performance, continuous improvement and long-term sustainability (Yang & Cheng, 2020). Resilience is essential in project execution and delivery, as it hinges on the effective coordination of human resources, the most important asset of the organisation. It also involves seamless integration of financial resources, logistics contractors, supply chains handlers, and technological structures that are susceptible to internal and external risks. When construction firms are resilient, they are proficient in enhancing speedy project completion and maintaining operational continuity; they deliver projects effectively, preserve stakeholder trust, and sustain operational efficiency.

Being resilient was of high importance during the post-COVID-19 period, as supply chain instability increases, there are high material costs, labour force scarcities and turnover, digital technological transformation, climate-related problems bring uncertainties, and the emergence of geopolitical indecisions. The poor challenges problems have obligated firms to move beyond conventional risk management control strategies to enhance adaptable innovative abilities, career development, enhanced learning, and efficient resource reconfiguration strategies. Building organisational resilience is a strategic imperative. A resilience construction firm has the ability to adjust their procedures, structures, and resources to evolving environmental circumstances in order to maintain project delivery, preserve customer connections, and achieve sustainable organisational goals (Wang et al., 2023; Li et al., 2024).

Despite the growing prominence of organisational resilience, achieving and sustaining it is primarily driven by knowledgeable and competent individuals with commitment needed to respond efficiently to fluctuating environmental disruption. Hence, the need for strategic talent management as a vital managerial decision for attracting, developing, engaging, and retaining employees with the right competencies to work in the organisation and provide the needed skills to achieve organisational goals. Engaging them to carry out these roles involves

systematic talent recognition, planning, continuous development and learning, leadership development, and worker retention initiatives,

Adopting strategic talent management makes firms to have highly competent workforce with the competencies needed to anticipate emerging disruptions, respond proactively and effectively to disasters, support incessant organizational renewal (Collings et al., 2022). Project accomplishment largely depends on the quality and readiness of expert professionals, hence, strategic talent management provides the human capital assets required to reinforces resilience in organisations and promote adaptability, innovation, stimulate collaboration among employee, and the preservation of organizational knowledge (Gallardo-Gallardo et al., 2020). Having a profound knowledge of strategic talent management and organizational resilience is imperative because organization constantly encountered challenges in the form of technological transformation disruption, labour shortages, increasing project difficulty, and unpredictable financial environments.

Strategic talent management enhances resilience, promotes talent capabilities by ensuring that competent employees occupy strategic job positions in the workplace and sustain organisational knowledge development initiatives. Investing in strategic talent management also promotes structured succession planning, enhancement of leadership capacity to improve organisational preparedness, enhancing and equipping employees with evolving skills competencies and opportunities, and strengthening leadership capacity to support timely and effective decision-making in times of uncertainty (Yang & Cheng, 2020).

Organisations that participate in employee development initiatives provide a supportive work environment; they are motivated to accept change, participate in knowledge exchange, foster cross-functional collaboration. Furthermore, these organisations are more inclined to generate innovative solutions that enhance organizational adaptability. Hence, promoting talent management in organisations enhances rapid recovery from disruptions, promotes resilience and sustains competitiveness, long-term operational performance and survival (Wang et al., 2023).

Despite several studies on strategic talent management (Gallardo-Gallardo et al., 2020; Wang et al., 2023; Collings et al., 2022) and resilience (Li et al., 2024; Ducheck, 2020; Yang and Cheng, 2020) respectively, there is a dearth of empirical research on strategic talent management and organisational resilience among construction firms in South-South, Nigeria. This gap in knowledge necessitates the need to examine the relationship between strategic talent management and organizational resilience of construction firms in South-South, Nigeria.

1.2 Statement of the Problem.

The environment is continuously experiencing disruptive challenges, radical innovation and competitiveness, which necessitate being resilient at the workplace. This growing complexity and uncertainty have made resilience an important element for adapting to changing environmental conditions despite economic fluctuations and recovering from unforeseen circumstances. There is a need for organisation to foster an effective and efficient workplace environment that is resilient in order to deliver successful projects, withstand disruptions under adverse conditions and achieving sustained organisational growth (Zhang et al., 2024).

Given construction risks and complexity, resilience allows firms to remain competitive, anticipate potential risks, respond promptly and effectively to disruptions, recover from

unforeseen events, and continuously improve their operational processes despite economic fluctuations, regulatory pressures, technological changes and unexpected crises. Developing resilience requires a firm's ability to anticipate potential threats, enhances successful project delivery outcomes, fosters continuous improvement in processes, enhance long-term organisational sustainability, organisational continuity competitiveness, and stakeholder confidence (David Alonge, 2020).

However, many construction firms in the developing economies constantly experience operational disruptions, project delays, schedule overruns, climate change, supply chain disruptions, labour shortages and skills gaps and poor crisis preparedness and response. Furthermore, firms face health, safety, and environmental risks, increasing market uncertainty; leadership and decision-making weaknesses; technological adaptation; financial instability, regulatory issues; low innovation capability; policy uncertainty, and poor stakeholder coordination (Jiao & Bu, 2024). It is important to note that poor resilience has substantial consequences on the growth, the survival and the sustainability of construction firms.

When firms find it difficult to be flexible in operational processes and proactive in proffering solutions to unforeseen disruptions, they often experience declining productivity, project abandonment, reduced service quality, cost overruns, loss of skilled employees, etc. Therefore, poor organisational resilience threatens a firm's survival and undermines construction industry contribution to economic development and infrastructure delivery (Jiao & Bu, 2024; Zhang et al., 2024).

The consequences of weak organisational resilience have far-reaching implications for construction firms and their stakeholders. These stakeholders comprise the employees, investors, customers and the wider economy. When business organisations find it difficult to acclimatise to vigorously changing environments becomes difficult to retain competent employees, preserve organisational knowledge, embrace innovation, and respond proactively to emerging risks and uncertainties (Wang et al., 2023; Abdullahi et al., 2024).

Addressing these problems requires various reforms which involve strengthening organisational resilience, promoting technological innovation, developing digital transformation, embracing dynamic capabilities, enhancing organisational learning, adopting strategic risk management, promoting project governance, engaging leadership development and strengthening employee resilience. Although these reforms have made some reform (Jiao & Bu, 2024; Wang et al., 2023; Zhang et al., 2024), there is a dearth of empirical review on the role of strategic talent management in influencing the construction firm's resilience; hence, the study investigates the relationship between strategic talent management and organizational resilience of construction firms in South-South, Nigeria.

Aim and Objectives of the Study

The aim of this study is to examine the relationship between strategic talent management and organisational resilience of construction firms in South-South, Nigeria. The specific objectives are to:

- i. Explore the relationship between talent acquisition and adaptive capacity of the construction firms in South-South, Nigeria.
- ii. Determine the link between talent acquisition and operational continuity of the construction firms in South-South, Nigeria.

- iii. Assess the bond between talent development and adaptive capacity of the construction firms in South-South, Nigeria.
- iv. Investigate the association between talent development and operational continuity of the construction firms in South-South, Nigeria.

Research Questions

The following research questions were given in the study:

- i. What is the association between talent acquisition and adaptive capacity of the construction firms in South-South, Nigeria?
- ii. How does talent acquisition relate to the operational continuity of the construction firms in South-South, Nigeria?
- iii. How does talent development relate to the adaptive capacity of the construction firms in South-South, Nigeria?
- iv. What is the linkage between talent development and operational continuity of the construction firms in South-South, Nigeria?

Research Hypotheses

- H₀₁:** Talent acquisition has no significant association with adaptive capacity of the construction firms in South-South, Nigeria.
- H₀₂:** Talent acquisition has no significant link with operational continuity of the construction firms in South-South, Nigeria.
- H₀₃:** Talent development has no significant connection with the adaptive capacity of the construction firms in South-South, Nigeria.
- H₀₄:** Talent development has no significant association with the operational continuity of the construction firms in South-South, Nigeria.

2.0 Review of Related Literature

2.1 Conceptual Review

Strategic Talent Management

Strategic talent management is an essential human resource management strategy that ensures the availability of competent personnel required to achieve the organisational goals and objectives, improving performance, and the attainment of long-term competitive advantage (Collings et al., 2022). It differs from the traditional personnel management which focuses solely on routine personnel functions, as it embraces a long-term integrated perspective of systematically recognising, acquiring, developing, deploying, and retaining talented employees whose competencies and capabilities are necessary for organisational success and long-term competitiveness. Complexity and a disruptive business environment have made strategic talent management essential for all organisations (McDonnell et al., 2023). Therefore, when business organisations strategically manage their talent, they have the opportunity to build resilient workers, with capabilities to achieve superior organisational outcomes.

Talent Acquisition

Talent acquisition utilizes a proactive and long-term strategy to establish a sustainable talent channel that could be used for meeting present and future organizational needs. It involves workforce planning, competency-based selection, employer branding, applicant relationship management, and strategic worker forecasting to enhance the attraction of high-quality and competent employees who could be a great asset in enhancing effectiveness at the workplace

(Cappelli, 2021; Ibiyeomie & David Alonge, 2019). Effective talent acquisition enhances the recruitment of capable staff with high technical expertise, innovative aptitude, and flexibility required to operate successfully in a disruptive and volatile business environment.

Talent Development

Talent development is a strategic process of enhancing employees' competencies, knowledge, capabilities and skills for outstanding performance in existing jobs while building a workforce for future organisational roles, challenges and responsibilities (David Alonge, 2017). It encompasses a variety of structured developmental initiatives, such as formal training, education, coaching, job rotation, mentoring, leadership development, career management, succession planning, and continuous professional learning that support individual and organizational growth. Employees are the indispensable and valuable organizational resource; talent must be developed for the organisation to achieve its goals and objectives (Garavan et al., 2022). When employee knowledge, skills, and competencies are developed, they are strengthened to sustain competitive advantage and respond effectively to evolving business environments. Consistent investment in talent development enhances employee commitment, competence, stimulate innovative behaviour, and long-term organisational effectiveness and sustainable performance.

Organisational Resilience

Organisational resilience is the ability to prevent potential disruptions, prepare adequately for uncertainties, react effectively to adverse occurrences, acclimatise to changing circumstances, and recover from challenges while upholding indispensable roles and attaining long-term strategic goals. The concept encompasses crisis management and highlighting the importance of developing adaptive capabilities that enable firms to overcome adversity and withstand uncertainty, fostering organisational learning, to learn from adverse events, and emerge stronger following disruptions to strengthen their long-term competitiveness and sustainability. Organisational resilience is a dynamic corporate capability characterised by three interrelated stages, comprising anticipation, coping, and adaptation processes which enhances business ability to manage uncertainty and recover from disruptive events (Duchek, 2020).

Adaptive Capacity

Adaptive capacity refers to corporate ability to adjust its resources, structures, processes and strategies to internal and external changes while upholding effectiveness and achieving strategic objectives (Li et al., 2024). It reflects organisation's ability to anticipate emerging opportunities and threats, utilise knowledge gained from past experiences to respond promptly, and reduce the adverse effects of environmental disruptions. Apart from responding to immediate challenges, adaptive capacity enables firms to maintain competitiveness by responding proactively to evolving market conditions and stakeholder expectations, likewise giving emphasis to continuous innovation, flexibility, learning, and resource reconfiguration as mechanisms for sustaining organisational performance amid evolving and dynamic environments (Duchek, 2020).

When construction companies have strong adaptive capacity, it becomes easy to use effective strategies to modifying project execution, adopt innovative technologies, redeploy resources efficiently, and support teamwork among project stakeholders. Such organisation demonstrate greater resilience, enhance knowledge sharing, and heightened innovation, promoting stronger long-term competitiveness, continuous employee development, and

strategic decision-making, which improve their ability to anticipate risks and respond effectively to unforeseen disruptions (Linnenluecke, 2022).

Operational Continuity

Operational continuity is the construction firm's ability to sustain continuous delivery of indispensable services, project processes and products during and after disruptive situations (Jiao & Bu, 2024). It reflects the how firms, most especially the construction firms, carry out their functions by establishing robust processes, allocating resources efficiently for better project delivery, developing organisational systems that are reliable in attaining the organisational goals, and implementing contingency measures that support continued operations during crises, provide adequate measures to deal with natural disaster, economic shocks, emergencies and technological failures. The concept of operational continuity highlights the importance of efficient resource utilisation, preparedness, rapid response, effective coordination, and timely recovery to minimise operational disruptions to business operations. Operational continuity guarantees preservation of crucial utilities through proactive planning, resilience-oriented initiatives and appropriate strategic resource allocation (Herbane, 2021). Organisations that effectively maintain operational continuity are capable of achieving organisational goals.

2.2 Resource-Based View (RBV) Theory

Birger Wernerfelt (1984) introduced the Resource-Based View (RBV) Theory, which was subsequently advanced by Jay Barney (1991). The theory contends that an organization's derived sustainable competitive advantage from its possession of distinctive advantages that competitors may find difficult to replicate and effective deployment and strategically leveraging of internal resources that are valuable, rare, inimitable, and non-substitutable (VRIN). Barney (1991) suggests that such VRIN resources are strategically managed; they can create superior value, improved organisational performance, and sustain a continuous competitive advantage. Human resources are strategic assets, as they possess these qualities of inimitability; they are rare in qualities, difficult to replicate and of high value. Hence, organisations are better positioned to respond effectively to environmental changes and sustain long-term organisational success when they strategically attract, develop, deploy, and retain talented employees.

2.3 Empirical Review

Zhang et al. (2025) investigates the influence of talent recruitment on the growth of the construction industry. The quantitative study population comprises 35 main cities of China. The annual data of 2013-2018 from these cities are analysed by a panel data regression model. The study put into consideration the geographical heterogeneity and the results reveal that talent recruitment has a positive and significant link with the growth of the construction business in China. It further revealed that educational attainment, capital investment, and housing costs are related to industrial growth.

Kimanzi (2024) explore the effects of succession management on the continuity of community based organisations in Kitui County, Kenya. The study was anchored on social exchange theory, schemer's u theory, the human capital theory and the trait leadership theory. The Study was a descriptive cross-sectional survey. The target population comprises 228 CBOs in Kitui County. The survey sample comprises of 145 chairpersons of the CBOs in Kitui County. Semi-structured questionnaire was the instrument for the study. The data was analysed using descriptive and inferential analysis methods and findings given in figures and tables. The response rate was at 88%, as 128 surveys questionnaire was returned out of the

145 administered. The study involved descriptive and inferential statistics. The study findings revealed that knowledge succession, leadership succession and talent succession significantly affected the continuity of CBOs in Kitui County.

Bambang et al. (2025) assess the role of adaptive techniques in facilitating effective digital talent management (DTM) within the framework of Industry 4.0 transformation. The research adopts a qualitative descriptive approach based on a systematic literature review to formulate a conceptual framework that connects adaptive strategies, such as organisational flexibility, continuous learning, and hybrid work systems with successful digital talent management outcomes. The findings revealed that adaptable capabilities correlate with human capital with increasing technological demands and enabling innovation and long-term resilience.

Zahrotus et al. (2026) investigates the influence of talent management on employee retention and career path advancement in Primkopal Koarmada II Consumer Cooperative. This study aims to investigate the direct and simultaneous impacts of people management techniques on retention rates and career routes using a quantitative methodology and data analysis with SPSS. The results revealed that talent management has a considerable beneficial influence on both variables, where recruitment techniques, employee happiness and career clarity have a significant influence on the retention rate. The results overall confirm that talent management should be treated as a strategic necessity for organisations that want to increase employee loyalty, promote career growth, and ensure long-term sustainability.

3.0 Research Methodology

The study adopts a cross-sectional survey research design. The target population comprises the construction firms in Nigeria. Nevertheless, the accessible population for the study consists of three hundred and twenty-seven (327) managers and supervisors of eight (8) construction firms in South, South, Nigeria. A sample size of 181 was determined using the Krejcie and Morgan (1970) table. A simple random sampling technique was used in this study. The instrument for data collection is a questionnaire. Face and content validity were used to determine the validity of the instrument used in this investigation. The reliability was determined using Cronbach's Alpha. Cronbach's Alpha value of 0.70 or higher was adopted as the benchmark for acceptable reliability. Spearman's correlation coefficient was used for the analysis.

4.0 Results and Discussion

181 questionnaires were distributed, but only 172 (95%) copies were returned, and this constitutes the valid questionnaire. The hypotheses test is undertaken at a 95.5% confidence interval, and the decision rule is stated as where $P < 0.05$ = Reject the null hypotheses and where $P > 0.05$ = Accept the null hypotheses

Table 1: Correlations between Talent Acquisition, and the Dimensions of Organizational Resilience

		Talent Acquisition.	Adaptive Capacity	Operational Continuity
Spearman's Rho	Talent Acquisition.	Correlation Coefficient	1.000	.849**
		Sig. (2-tailed)	.	.000
		N	172	172
	Adaptive Capacity	Correlation Coefficient	.849**	1.000
		Sig. (2-tailed)	.000	.000
		N	172	172
	Operational Continuity	Correlation Coefficient	.869**	1.000
		Sig. (2-tailed)	.000	.000
		N	172	172

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

Source: SPSS Output, 2026.

Talent Acquisition and Adaptive Capacity: As shown in Table 1, the Spearman's rho value is 0.849 ($p = 0.000$), which is less than the significance threshold of 0.05. The coefficient of determination (r^2) is 0.721, implying that 72.1% of the variation in adaptive capacity can be explained by talent acquisition. Based on these findings, the null hypothesis (H_{01}) is rejected, and the alternative hypothesis (H_{a1}) is accepted. This indicates a strong, significant and positive relationship between talent acquisition, and adaptive capacity.

Talent Acquisition and Operational Continuity: Table 1, column 6 also reveals a Spearman's rho value of 0.869 ($p = 0.000$), which is below the alpha level of 0.05. The r^2 value of 0.755 suggests that 75.5% of the variance in operational continuity is attributable to talent acquisition. Consequently, the null hypothesis (H_{02}) is rejected in favour of the alternative hypothesis. This confirms a strong and positive relationship between talent acquisition and operational continuity.

Table 2: Correlations between Talent Development and the Dimension of Organizational Resilience.

		Talent Development	Adaptive Capacity	Operational Continuity
Spearman's rho	Talent Development	Correlation Coefficient	1.000	.852**
		Sig. (2-tailed)	.	.000
		N	172	172
	Adaptive Capacity	Correlation Coefficient	.852**	1.000
		Sig. (2-tailed)	.000	.000
		N	172	172
	Operational Continuity	Correlation Coefficient	.848**	1.000
		Sig. (2-tailed)	.000	.000
		N	172	172

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

Source: SPSS Output, 2026

Talent Development and Adaptive Capacity: According to Table 2, column 5, the Spearman's rho value is 0.852 ($p = 0.000$), which is below the significance level of 0.05. The coefficient of determination (r^2) is 0.726. This implies that 72.6% of the variation in adaptive capacity is explained by talent development. Given this result, the null hypothesis (H_{03}) is rejected, and the alternative hypothesis (H_{a3}) is accepted. This demonstrates a strong and significant positive relationship between talent development and adaptive capacity.

Talent Development and Operational Continuity: Table 2 also show Spearman's rho value is 0.848 ($p = 0.000$), which is less than the 0.05 significance level. The r^2 value is 0.719, indicating that talent development accounts for 71.9% of the variation in operational continuity. Based on this evidence, the null hypothesis (H_{04}) is rejected in favour of the alternative hypothesis. This suggests that there is a strong significant and positive relationship between talent development and operational continuity.

4.1 Discussion Findings

The study findings provide empirical evidence of significant positive relationships between strategic talent management and organisational resilience among construction firms in South-South of Nigeria. Specifically, the study examined talent acquisition and talent development as dimensions of strategic talent management and adaptive capacity and operational continuity as dimensions of organisational resilience. The results indicate that talent acquisition has strong, positive, and statistically significant relationships with adaptive capacity and operational continuity. Similarly, the development of talent also had strong, positive, and statistically significant relationships with adaptive capacity and operational continuity. The findings suggest that construction companies that focus more on attracting the right talent and continuously developing their workforce's skills are better able to adapt to evolving situations and maintain critical functions during times of uncertainty and turmoil.

H₀₁: Talent acquisition has no significant association with adaptive capacity of the construction firms in South-South, Nigeria.

The first finding showed a strong positive and statistically significant relationship between talent acquisition and adaptive capacity. The Spearman's rho was 0.849 and the p-value was 0.000. The p-value is lower than the significance level of 0.05 and thus the null hypothesis was rejected. The coefficient of determination (r^2) of 0.721 shows that talent acquisition and adaptive capacity share about 72.1% of their variance. Thus, the success of construction firms' talent acquisition is strongly associated with their ability to identify and respond adequately to changes in the operating environment. Hiring employees with relevant knowledge, technical ability, professional experience and problem-solving skills can provide firms with the human capabilities needed to respond to changing project requirements, technological developments, regulatory changes, labour-market conditions and other environmental uncertainties. Thus, effective talent acquisition could be an important foundation for improving adaptive capacity of construction firms. The result conforms with Zhang et al. (2025) that talent recruitment relates with the growth of the construction industry. The strong relation found between talent acquisition and adaptive capacity, thus, implies that the capability of construction firms to attract and select competent employees is tightly coupled with their capability to adapt to changes in the environment. This supports the idea that talent acquisition should be seen as a strategic organisational activity and not just an administrative process for filling vacant positions.

H₀₂: Talent acquisition has no significant link with operational continuity of the construction firms in South-South, Nigeria.

The second finding was a strong, positive and statistically significant relationship between talent acquisition and operational continuity. Spearman's rho was 0.869 ($p=0.000$) and the null hypothesis was rejected. The squared correlation coefficient (r^2) of 0.755 means that talent acquisition and operational continuity share about 75.5% of their variation. This finding shows a particularly strong relationship between the acquisition of suitable talent and the ability of construction firms to continue essential operations under difficult situations. Construction firms rely heavily on skilled managers, supervisors, engineers, technical personnel and other skilled employees to coordinate activities, manage resources, solve operational problems and keep projects on course. Thus, the hiring and selection of employees with adequate competencies may improve the human resource capacity required to sustain operational activities when firms face project delays, resource constraints, technological disruptions, labour shortages and other operational challenges. The result aligns with Kimanzi (2024) that succession management correlates with continuity of community based organisations in Kitui County, Kenya.

H₀₃: Talent development has no significant connection with adaptive capacity of the construction firms in South-South, Nigeria.

The third finding showed a strong, positive, and statistically significant association between talent development and adaptive capacity. The Spearman's rho is 0.852 and p -value is 0.000, indicating a statistically significant relationship at the 0.05 level. The null hypothesis is rejected. The coefficient of correlation squared (r^2) of 0.726 shows that the two variables of talent development and adaptive capacity have a shared variation of about 72.6%. This implies that organisations that continuously enhance the knowledge, skills, and competencies of their employees are more likely to show a greater capacity to adapt to evolving environmental conditions. Training, mentoring, career development, knowledge sharing and other development activities can help employees to acquire new competencies that will enable them to respond more effectively to technological changes, new construction methods, changing client requirements, regulatory developments and unexpected project conditions. Employees who are continually given the opportunity to learn and grow professionally may be more prepared to identify new challenges, create solutions, embrace innovation, and adjust their work practices when circumstances change. The finding agrees with Bambang et al. (2025) that adaptive techniques influences digital talent management.

H₀₄: Talent development has no significant association with operational continuity of the construction firms in South-South, Nigeria.

The fourth finding indicated a significant positive correlation between talent development and operational continuity with a Spearman's rho of 0.848 and p - value of 0.000. The null hypothesis was rejected because the p -value was less than the significance level of 0.05. The squared correlation coefficient (r^2) was 0.719, which indicated that talent development and operational continuity have about 71.9% of the variation in common. This finding suggests that the continuous development of employees is strongly related to the capability of construction firms to maintain critical operations during times of disruption. Employees who have received appropriate training and development are more likely to have enhanced technical competence, problem solving skills and knowledge to perform their responsibilities effectively under changing conditions. Also, employee development helps organisations to bridge competency gaps, transfer knowledge, improve employee readiness, and provide

employees with the critical skills necessary for smooth operations. Improving the people in construction firms all the time is not only about improving individual competencies but also about developing the organisational capabilities to respond to operational challenges. Consequently, the strong relationship found in this study indicates that the talent development is a key strategic practice to enhance the construction firms' ability to maintain critical functions under uncertain and disruptive environments. The findings conform with Zahrotus et al. (2026) that talent management relates with employee retention and career path advancement

5.0 Conclusion

The study examines the association between strategic talent management and organisational resilience of construction firms in Rivers State. Strategic talent management (the predictor variable) was operationalised with talent acquisition and talent development, while organisational resilience (the criterion variable) was measured with adaptive capacity and operational continuity.

The findings indicate that talent acquisition and talent development are strongly and positively correlated with the two dimensions of organisational resilience (adaptive capacity and operational continuity). The results indicate that strategic talent management is highly related to the capacity of construction firms to adapt to the changing environmental conditions and preserve their critical operations. Talent acquisition provides organisations with the people who have the right competencies; talent development builds and refreshes those competencies. These human resources and capabilities are valuable organisational assets that can lead to the development of resilience according to the Resource-Based View. Therefore, within the framework of broader initiatives to enhance adaptive capacity and operational continuity, construction companies in South-South Nigeria should strategically focus on attracting competent employees and the continuous development of their knowledge, skills and capabilities.

6.0 Recommendation

1. Competency-based recruitment and selection processes should be adopted to attract employees with the technical knowledge, skills and experience and the ability to adapt to respond effectively to the changing conditions of the environment.
2. Construction firms should employ and maintain qualified managers, supervisors, engineers and technical professionals with experience relevant to important organisational activities, so ensuring that critical operations can be sustained throughout disruptions and periods of uncertainty.
3. Construction firms should establish continuous talent development programmes, including training, mentoring, coaching, and professional development, to equip employees with updated knowledge and skills needed to adapt to technological changes, new construction practices, regulatory requirements, and other environmental changes.
4. Construction firms should establish periodic employee training and skills-development programs to improve employees' ability to perform critical tasks, solve operational problems, and maintain essential business activities in times of crises, disruptions, and other challenging operating conditions.

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