
Employee Competency Development and Organisational Resilience

Ateke, Brown Walter & Nwulu, Chinyere Stella

Department of Marketing,
Rivers State University
brown.ateke@ust.edu.ng

Abstract

The focus of this study was to determine the association between employee competency development and organisational resilience. Employee competency development was treated unidimensionally, while organisational resilience was measured using situation awareness, management of keystone vulnerabilities, adaptive capacity and resilience ethos. The study adopted an explanatory research design and used a questionnaire to collect primary data. Deposit money banks in Port Harcourt constituted the population of the study. Primary data collected from ninety-four (94) executives of twenty-two (22) deposit money banks, comprising of top and middle level managers were used in the final analyses of the study. The accidental sampling technique was employed to arrive at the test units. The study utilised the $P(r)$ as the test statistic, relying on SPSS version 20.0. The study observed that employee competency development associates significantly with organisational resilience as the variable posted strong, positive and statistically significant relationship with all the measures of organisational resilience covered in the study. The study concludes that employee competency development influences organisational resilience; and that organisational resilience in terms of situation awareness, management of keystone vulnerabilities, adaptive capacity and resilience ethos depends on employee competency development and recommends that organisations (especially deposit money banks) that desire resilience that enhances sustainable growth should develop the competencies of their employees.

Keywords: Adaptive capacity, employee competency development, keystone vulnerabilities, organisational resilience, resilience ethos, situation awareness

Introduction

The achievement of long-term prosperity and sustainability has become increasing challenging in business. Organisations fail too often. More than half of new businesses do not survive beyond five years. Harcourt and Ateke (2018) observe that while some organisations stride the business-scape for a couple of years; others fade away as quickly as they emerged. Rapid changes, pervasive globalization, convoluted business processes and technology, and faster information and communication flows have revolutionized the business-scape (Iskanius, Haapasalo, & Page, 2006). Firms are thus prompted to exploit newer sustainable sources of competitiveness. Consequently, scholars, based on anecdotal evidence and case studies proposes investment in employees as a viable resource for organisational improvement (Payne & Webber, 2006) and resilience (Harcourt & Ateke, 2018).

The resilience of a business organisation is inextricable to the satisfaction it delivers to its customership and how it copes with the vagaries of the business-scape. The most potent tools a firm can utilize to deliver customer satisfaction and also navigate itself in the unstable waters of the business milieu is its employees. Having the right set of employees and developing them to become better fit for their roles and responsibilities is essential to

organisational resilience. The resource-based theory of competitiveness (Pfeffer, 1994; Grant, 1991) emphasizes the roles of internal resources of the firm, including its employees as key to creating and sustaining competitive capabilities (Wright & McMahan, 1992). Also, employees have been deemed the ultimate source of competitiveness as globalization and other environmental shifts weaken traditional sources of competitiveness (Asiegbu et al, 2011). Thus, firms that seek resilience in today's global business-scape must invest in human resource to acquire and build employees that possess better skills and capabilities than their competitors (Pfeffer, 1994).

The imperative of employees to the overall wellbeing and sustainability of organisations is evidenced by the scholarly entries in the literature on organisational resilience and sustainability. For instance, Barasa, Mbau, and Gilson (2018) identify human capital as one of the strategic enablers of organisational resilience. Zeb-obipi (2016) in a review of literature observes that competence planning is associated with performance of organisations, while Stephenson, Vargo and Seville (2010) identify staffing issues as one of the fundamentals of crisis management. Also, empirical studies have been conducted to determine how various aspects of human resource development influence organisational resilience. Tamunomiebi (2018) investigated how ethics training predicts organizational resilience, Eketu and Ogbu (2017) examined the link between human resource planning and organisational sustainability. These scholarly positions point to the importance of employees in endowing organisations with valuable, rare and inimitable resources (Grant, 1991). The current study is thus an effort in further underpinning the place of employees in the resilience and over all wellness of organisations.

Literature Review

Employee Competency Development

Business firms deem it necessary to regularly update the knowledge and skills of their employees via continual competency development programmes. This is lieu of the demands of today's business-scape which requires firms to be up-to-date on latest opportunities and challenges (Ateke & Kalu, 2016); and the idea that a skilled, creative and adequately trained workforce is the most valuable asset an organization can own, since the survival of a firm depends, to a large extent, on knowledgeable and skilled workforce (Ghorbani & Ahmadi, 2012). Employee competency development includes all activities aimed at enlarging the competency levels of employees in order to facilitate the achievement of nominated organizational objectives (Asiegbu, Awa, Akpotu, & Ogbonna, 2011). It involves the development of the knowledge and skills of employees so as to prepare them for newer or greater responsibilities and challenges (Asiegbu et al, 2011). Through competency development, employees broaden their horizons and acquire newer technologies to enable them become more efficient and increase their creativity in problem-solving.

The concept of competency as used in aspects of business studies is measurable, and deals with human resource. Success in developing competency forms a critical component of human resource development, and enhances the capabilities of an organization. Krishnapriya and Baral (2014) note that competencies are determined by individual characteristics, job demands and organizational environment. In order to achieve nominated strategic goals, organizations accumulate core competencies which are usually assessed at the individual, team and organisational levels. At the individual level, which this study focuses, competency represents an integration of knowledge, skills, abilities and other characteristics possessed by an individual; and not independent collection of these, or just a cluster of behaviours (Krishnapriya & Baral, 2014; Lahti, 1999). Furthermore, competencies can be verified

consistently through indirect indicators such as individuals' behaviours and performances on tasks that are subject to evaluation (Krishnapriya & Baral, 2014). Competency development is consummated through various means, including training, coaching and mentoring (Asiegbu et al, 2011; Grant, Curtayne, & Burton, 2009).

Training is the process of instilling competencies, skills, knowledge and attitudes in employees that translates to improved productivity and overall company wellness (Nwulu & Ateke, 2018). It is an avenue that provides individuals an opportunity to learn skills and knowledge needed for the performance of tasks according to expectation (Tamunomiebi, 2018). It focuses on using appropriate techniques to transfer expert knowledge and skills which are intended to alter employees' current behaviour positively (Asiegbu et al, 2011). Coaching on the other hand is a wisdom-transfer process, from a wise and trusted teacher to an acolyte; and is done in real time, performed on the job as the coach uses real tasks and problems to help the learner increase performance (Asiegbu et al, 2011). Mentoring occurs when a more experienced individual (mentor) takes the responsibility for developing and guiding a less experienced individual (mentee). Mentoring is vital in organisational settings because both the mentor and the protégé benefit from the relationship (Kram & Isabella, 1985). In this study however, competency development is treated unidimensionally.

Organizational Resilience

Theoretically, two prominent approaches to studying resilience are identified in literature. The first approach frames issues as socio-ecological systems, while the second relies on institutions and governance derived from social science disciplines (Jung, 2017). As a concept, "resilience" has been conceived in various but related ways, across a range of disciplines including psychology, engineering, ecology, economics, emergency management and organisational research. It is defined as a dynamic process through which organisms exposed to sustained adversity or potentially debilitating events experience positive adaptation over time. Lee, Vargo, and Seville (2013) define resilience as a socio-technical phenomenon that represents how people, as individuals or groups, manage uncertainty. To Barasa et al (2018), resilience represents "a system's ability to continue to perform and meet its objectives in the face of challenges". In the context of organisational studies, McManus, Seville, Vargo, and Brunson (2008) defines resilience as a function of an "organisation's overall situation awareness, keystone vulnerability and adaptive capacity in a complex, dynamic and interdependent system". Hubert (2011) in Tamunomiebi (2018) on his part view organizational resilience as the ability of an organization to promptly resolve, and react to alterations, opportunities or threats in its operating environment and carry-on with normal operations with reduced effect on business activities. The ability of a firm to anticipate, prepare for, respond and adapt to gradual and abrupt disruptions in its operating environment is the core of organisational resilience (BSI, 2015) in Ateke and Nadube (2017).

A resilient organization therefore, is one that is able to adapt, cope, survive and prosper in the face of abrupt and sometimes hostile variations in the business-scape (Ateke & Nadube, 2017). Resilient organizations adapt to changing environmental conditions in order to remain fit for purpose over the long term (Ateke & Nadube, 2017). They learn from their own experiences and also from the experiences of others (Zhang & Liu, 2012). Resilient firms are flexible. They are proactive, anticipatory and creative; and explore new opportunities through calculated risk taking (Ateke & Nadube, 2017). Organisational resilience thus, depicts an organization's ability to react and regain its stand from stress and do the needful to confirm its continued accomplishments (Tamunomiebi, 2018). Zhang and Liu (2012) thus posit that "organizational resilience involves a developmental progression, such that significant

environmental change can be perceived quickly, accepted broadly, and adaptive responses implemented early”.

The contemporary business-scape is quite challenging; presenting both threats and opportunities. Cultivating a resilient organizational culture therefore, better positions a firm for prosperity (Harcourt & Ateke, 2018). Organizational resilience does not occur by chance; neither is it a one-off exercise. It is achieved continually through ongoing relationships and interactions with stakeholders; and requires commitment from the whole firm in a top-down direction and bottom-up engagement through clear communication (Ateke & Nadube, 2017). Coping with change, overcoming adversity and functioning adaptively are essential to management (Zhang & Liu, 2012). Organizational resilience is thus fundamental for firms that must respond effectively to change or crisis that disrupts expected trend of events without being shaken for an extended period of time (Horne & Orr, 1998). Lengnick-Hall and Beck (2005) propose that an organization’s response to environmental change is influenced by its resilient capacity; while Hamel and Välikangas (2003) hold that resilience helps firms reinvent business models and strategies in response to changing circumstances. In essence, resilience is what an organization does with what happen to it, and not what happens to the organization. Product excellence, process reliability and people behaviour are however, required properties for organisational resilience to be effective (Harcourt & Ateke, 2018).

Organisational resilience is a multidimensional construct. Zhang and Liu (2012) identify coping with change, overcoming adversity and functioning adaptively as essential elements of organisational resilience. Ilmola, Park, and Hyun Yoon (2013) on their part identify awareness, adaptation, agility and active learning as core components of organisational resilience. Lee et al (2013), Stephenson et al (2010) and McManus et al (2008), identify situation awareness, management of keystone vulnerabilities and adaptive capacity and resilience ethos as dimensions of organisational resilience. In this study, we adopt the dimensions of organisational resilience suggested by Lee et al (2013), Stephenson et al (2010) and McManus et al (2008).

Situation Awareness

The historicity of the term “situation awareness” is traceable to the military, where pilots are required to understand, absorb, and act on large volumes of information to enable them perform their roles (Endsley, 1995). An organisation that is not always conscious of its operating environment is bound to make costly mistakes. Situation awareness describes an organization’s awareness of its business-scape, and its understanding of what that information means for its present and future wellbeing (Ahiazu & Jaja, 2015; Endsley et al, 2003). The knowledge a firm has of its operating environment is what the concept of situation awareness describes (McManus et al, 2008). This includes the ability to anticipate opportunities and possible threats, disturbances and the ability to correctly identify potential crisis and their likely effects (Tamunomiebi, 2018).

Organisations are required to be on the alert always. The loss of situation awareness usually occurs over a period of time and leaves a trail of clues. Clues that warn of diminished situation awareness include confusion, use of improper procedures; departure from regulations; failure to meet planned targets; unresolved discrepancies; ambiguity and fixation (Ahiazu & Jaja, 2015). Ahiazu and Jaja (2015) further states that “situation awareness is dynamic, hard to maintain, and easy to lose”. Keeping in touch with the environment all the time is very difficult for any organisation, especially during complex high stress operations (Tamunomieibi, 2018). Employees therefore require skills and knowledge to continually scan

their environment to discern opportunities that could be exploited and threats that should be avoided. Therefore, the study proposes that:

H₁: Employee competency development significantly associates with situation awareness of deposit money banks.

Management of Keystone Vulnerability

Management of keystone vulnerability defines operational and managerial aspects of an organization that could affect the organisation negatively in instantaneous or insidious crisis situations (Ahiauzu & Jaja, 2015). The identification, proactive management and treatment of vulnerabilities that if manifested, could threaten the organisation's ability to survive, are the core of management of keystone vulnerabilities (Stephenson et al, 2010). This includes emergency and disaster management, and covers most of the traditional crisis planning activities (Endsley, Bolte, & Jones, 2003). A methodical development and maintenance of resilience as a capability requires a thorough understanding of organizations' vulnerabilities and current sources of resilience, and the management of these for optimal results (Ilmola et al, 2013).

Essentially, organizations must have precise understanding of the links between components within its system, and be able to manage the vulnerabilities that may arise from these. Such vulnerabilities according to Ahiauzu and Jaja (2015) include "specific tangible organization components such as buildings, structures and critical supplies; computers, services and specialized equipment; individual managers, decision makers and subject matter experts". Less tangible components like relationships between key groups internally and externally; communication structures and perception of the organizational strategic vision are also factors included in keystone vulnerabilities. Evidently, without sufficient skills and knowledge on organisational processes and their interdependencies, employees may not be able to understand and manage these keystone vulnerabilities, therefore, the study proposes that:

H₂: Employee competency development significantly associates with management of keystone vulnerabilities of deposit money banks.

Adaptive Capacity

Adaptive capacity describes context specific organizational capabilities that facilitate continuous evolvement to keep up with the needs of the operating environment (Meyer & Allen, 1991). Hamel and Välikangas (2003) describe adaptive capacity as "organisation's ability to constantly and continuously evolve to match or exceed the needs of its operating environment before those needs become critical". Adaptive capacity is context-specific (McManus et al, 2008), and varies in terms of value and nature. Adaptive capacity has been analysed through coping ranges, by the conditions that a system can deal with, accommodate, adapt to, and recover from (Smit & Pilifosova, 2003). Most firms can cope with normal conditions and moderate deviations from the norm, but may find it challenging to cope with exposure to extreme events that may lie outside their coping range (Ahiauzu & Jaja, 2015). Some scholars use coping ability to address short-term capacity to just survive, and employ adaptive capacity to address long-term and more sustainable adjustments. Organizations' adaptive capacity and coping range are not static; they are flexible and respond to changes in economic, social, political and institutional conditions over time (Smit & Wandel, 2006) in Ahiauzu and Jaja (2015). Ensuring that organizations have collateral pathways also enhances adaptive capacity (Stephenson et al, 2010). Collateral pathways refer to the availability of alternative routes to achieve a desired goal. Collateral pathways enhance adaptive capacity by making provision for alternative courses of action; so that, disruption or challenges on one

pathway does not prevent the achievement of the desired goals (Barasa et al, 2018).

The adaptive capacity of a firm is also enhanced by the availability of resources (financial, materials, human and information). Organizations can withstand shocks and overcome disruptions by studied strategic deployment of resources (Barasa et al, 2018). Pal Torstensson, and Mattila (2014) observe that resource constraints impair the resilience of small and middle enterprises to economic crisis in Sweden; while McManus et al (2008) observe that the financial position of an organisation is a key ingredient to its ability to adapt to changing environmental conditions, and hence its resilience. The role of human resources in facilitating seamless adaptation of organisations in everyday challenges and acute shocks is also recognised in literature (Barasa et al 2018; Lapo et al, 2015; Beerman, 2011). The presence of adequate number of human resources with requisite skills and knowledge is particularly highlighted as a critical contributor to adaptive capacity. Preparedness and planning is also essential to the adaptive capacity of organisations. Coping with acute shocks, rather than everyday challenges, is enhanced by adequate planning (Beermann, 2011). Also, the level of planning an organization puts in place for continued supply of essential goods and services in times of crisis contributes to its ability to cope with the crisis (McManus et al, 2008). Lapao, Silva, Vasconcelos, and Conceicao (2015) states that the prioritization of training is essential when faced with uncertain future of a disease outbreak. This statement underscores the imperative of competency development to an organisation's adaptive capacity. The study therefore proposes that:

H₃: Employee competency development significantly associates with adaptive capacity of deposit money banks.

Resilience Ethos

Resilience ethos represents organisation-wide shared attitude, habits and beliefs that encourage resourcefulness, reflectiveness and responsiveness to environmental shifts and promote business wellness (Stephenson et al, 2010). Resilience ethos describes an organisational culture in which top management commits to balancing profit-driven pressures with the need to be resilient (Wreathall, 2006) in Stephenson et al (2010). In the view of Granatt and Paré-Chamontin (2006), this represents willingness on the part of organisational leaders to share and refresh knowledge and constant readiness to take collective action. Resilience ethos in an organisation may be viewed in two cultural practices (Barasa et al, 2018).

First is the organizations attitude towards every day and acute challenges. The ability of managers of firms and their staff to view challenges as opportunities to be exploited is important for resilience (Sawalha, 2015). Resilient firms embrace challenges as learning opportunities, and utilize the experiences gained from them to develop capabilities that further improve their resilience (Oluwasoye & Ugonna, 2015). Sawalha (2015) found that an organizational culture characterised by lack of organisational learning from past experiences weakens the resilience of insurance companies to everyday challenges. The second cultural practice of resilient organizations is to support creativity and innovation (Barasa et al, 2018). Mafabi, Munene, and Ahiauzu (2013) observe that, in organizations with creative climate, employees are motivated to generate new ideas, which strengthen organisational resilience. Organizations with poor creative climate are guarded and closed. Employees in such organisations are reluctant to offer innovative and creative ideas because they would be disregarded. "Resilient organizations nurture creativity by providing time and resources for experiments, reward innovation, tolerate failure, and promote workplace climate that encourage employees to share new ideas (Barasa et al, 2018). Consequently, the study

proposes that:

H₄: Employee competency development significantly associates with resilience ethos of deposit money banks.

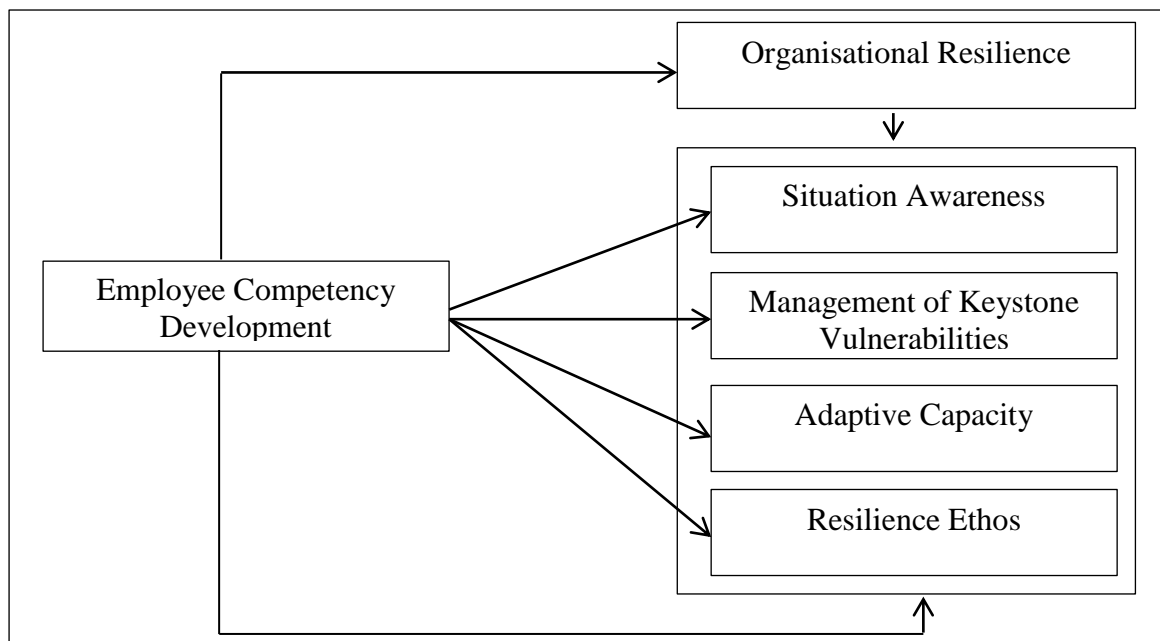


Fig. 1: Conceptual Operational Framework of Employee Competency Development and Organisational Resilience

Source: Researchers' Conceptualisation from Review of Literature (2018).

Methodology

This study focuses on determining the correlation between employee competency development and organisational resilience. The study adopted an explanatory research design, and was conducted in a non-contrived milieu. The study adopts a realist ontology and positivist epistemology. It agrees with the deterministic nature of human interactions and relies on a nomothetic methodology. Thus, questionnaire was used as the instrument of primary data collection. The population of the study consists of deposit money banks with operational branches in Port Harcourt. The study sampled a total of one hundred and ten (110) executives of twenty-two (22) deposit money banks, comprising of top and middle level managers, on a sample frame of five (5) respondents per organisation. The accidental sampling technique was employed to select the test units.

The final analysis of the study however, was based on usable data gleaned from ninety-four (94) executives. The validity of the instrument was confirmed through jury opinion. The jury comprised of experts from the academia and industry with adequate knowledge of the subject of the study. The internal consistency of the measurement items was determined through a test of reliability using the Cronbach's alpha with a threshold of 0.70 set by Nunally (1978). Refer to Table 1 below for summary of the results of test of reliability.

Table 1: Summary of Result of Reliability Analysis on Study Variables

S/N	Variable	Cronbach's Alpha	No. of items
1.	Employee Competency Development (ECD)	0.861	7
2.	Situation Awareness (SA)	0.714	5
3.	Management of Keystone Vulnerabilities (MKV)	0.744	4
4.	Resilience Ethos (RE)	0.811	4

Source: Simulation from SPSS Output on Data Analysis on Employee Competency Development and Organisational Resilience (2018).

The study used the Pearson Product Moment Correlation (PPMC) as the test statistic and relied on the Statistical Package for Social Sciences (SPSS) version 20.0 for all the analyses. In addition to assessing the strength of relationships, the study also evaluated the nature of relationship between the variables in focus. The Pearson correlation is the technique used to quantitatively measure this phenomenon. The coefficient of correlation was assessed from the ranges of -1.00 to 1.00. -1.00 represent a perfect negative relationship, 1.00 represent a perfect positive relationship; while 0 denotes no relationship. A higher correlation coefficient indicates stronger relationship between variables.

Results and Discussions

Table 2: Correlation Analysis of the relationship between Employee Competency Development and Situation Awareness

Correlations				
Variables	Statistics	Employee Competency Development	Situation Awareness	
Employee Competency Development	Pearson Correlation	1.000	.732**	
	Sig. (2-tailed)	.	.000	
	N	94	94	
Situation Awareness	Correlation Coefficient	.732**	1.000	
	Sig. (2-tailed)	.000	.	
	N	94	94	

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

Source: SPSS output on Data Analysis on Employee Competency Development and Organisational Resilience (2018)

The relationship between competency development and situation awareness as Table 2 indicates, is a strong positive one, with a P(r) of 0.732** and a PV of .000. This suggests that higher levels of competency development will translate to better situation awareness of deposit money banks. Competency development therefore, significantly associates with situation awareness. This result may be explained by the notion that regular updates of employees' competency increases the environmental sensing capability of firms. This result is in tandem with the observation of Tamunomiebi (2018) that ethics training significantly

influence situation awareness of tertiary health institutions; and that of Ghorbani & Ahmadi (2012) that a skilled, creative and adequately trained workforce is the most valuable asset an organization can own, stressing that the survival of a firm depends, to a large extent, on knowledgeable and skilled workforce. The nexus between competency development and situation awareness will however, be more pronounced where competency development acknowledges, and provides for factors that trigger crises and an awareness of how support can be accessed during emergencies (Tamunomiebi, 2018; McManus et al, 2008).

Table 3: Correlation Analysis of the relationship between Employee Competency Development and Management of Keystone Vulnerabilities

Correlations		Employee Competency Development	Management of Keystone Vulnerabilities
Variables	Statistics		
Employee Competency Development	Pearson Correlation	1.000	.662**
	Sig. (2-tailed)	.	.000
	N	94	94
Management of Keystone Vulnerabilities	Correlation Coefficient	.662**	1.000
	Sig. (2-tailed)	.000	.
	N	94	94

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

Source: SPSS output on Data Analysis on Employee Competency Development and Organisational Resilience (2018)

The second hypothesis of this study is that competency development significantly associates with management of keystone vulnerabilities. The result of the test reveals a P(r) coefficient of 0.662** and a PV of 0.000, indicating that the nexus between the variables is positive and statistically significant. This result also suggests that higher levels of competency development inform better management of keystone vulnerabilities. Competency development and management of keystone vulnerabilities are thus significantly correlated. This result supports the finding of Tamunomieibi (2018) that ethics training has a significant effect on the management of keystone vulnerabilities. Tamunomieibi (2018) emphasize that “proper utilization of the skills acquired in ethics training on control of vulnerabilities increases the capacity of the skills utilized for control of Keystone vulnerabilities”. The result also cohere with the position that the application of knowledge gained from training aids in suppressing threats of crises and assists in enhancing the ability of people and organisations to cope with different kinds of crisis situations (Prieur, 2013) in Tamunomieibi (2018).

Table 4: Correlation Analysis of the relationship between Employee Competency Development and Adaptive Capacity

Correlations			
Variables	Statistics	Employee Competency Development	Adaptive Capacity
Employee Competency Development	Pearson Correlation	1.000	.829**
	Sig. (2-tailed)	.	.000
	N	94	94
Adaptive Capacity	Correlation Coefficient	.829**	1.000
	Sig. (2-tailed)	.000	.
	N	94	94

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

Source: SPSS output on Data Analysis on Employee Competency Development and Organisational Resilience (2018)

The nature and extent of association between employee competency development and adaptive capacity as Table 4 indicates is positive, very strong and statistically significant. This is on the premise of the outcome of the empirical test which produced a P(r) of 0.829** and a PV of 0.000. This result suggests that increased employee competency development will lead to improved adaptive capacity of the focal firms. A significant association therefore exist between employee competency development and adaptive capacity. This result supports the position of Grant et al (2009) that executive coaching significantly influence organisational resilience by creating purposeful and positive individual and organisational focus that improves business results by contributing to goal attainment, resilience and workplace well-being. The result also corroborate the notion that competency development equips employees to manage uncertainty and enhances their ability to adapt the organisation to cope with different kinds of crisis situations (Prieur, 2013) in Tamunomieibi (2018), by taking cognisance of risks, strategic planning and contingency based management. The result also cohere with the observation that knowledge management significantly influence adaptive capacity (Mafabi et al, 2013); given that knowledge management represent knowledge creation, knowledge acquisition, knowledge sharing, and knowledge storage.

Table 5: Correlation Analysis of the relationship between Employee Competency Development and Resilience Ethos

Correlations				
	Variables	Statistics	Employee Competency Development	Resilience Ethos
	Employee Competency Development	Pearson Correlation Sig. (2-tailed) N	1.000 . 94	.629** .000 94
	Resilience Ethos	Correlation Coefficient Sig. (2-tailed) N	.629** .000 94	1.000 . 94

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

Source: SPSS output on Data Analysis on Employee Competency Development and Organisational Resilience (2018)

The relationship between competency development and resilience ethos as Table 5 indicates, is a strong positive one, with a P(r) of 0.629** and a PV of .000. This suggests that the more the organisation engages in the development of the competencies, the more the organisation's resilience ethos will be. Competency development therefore, significantly associates with resilience ethos. This result is plausible because a culture of resilience can only be passed down to successive organisational leaders via competency development that recognizes the imperatives of organisational resilience to the survival of firms in the present day uncertain and often turbulent business-scape. Kendra and Wachtendorf (2003) in Harcourt and Ateke (2018) states that in times of crisis, organizations draw on their culture of resilience through the capabilities of their staff. It is however the considered view of this study that such "staff capabilities" can only be available where employees' competency development gets adequate investment. The association between competency development and resilience ethos will be more likely where competency development acknowledges, and provides for training, coaching and mentoring of newer employees by older ones, on the vision, mission and core values of the organisation.

Conclusion and Recommendations

The advent of the knowledge economy and the growing need for organisational flexibility and resilience has made employee competency development sacrosanct for managers. Investment in human resource development has thus become an integral feature of most business organisations; with continuous education serving as a major pillar. Continuous education is essential, not only in ensuring organisational survival, but also in enhancing competency and in conferring superiority in an organisation's ability to control situations, improve innovativeness and quality of life. Investment in competency development is thus premised on the rationale that organisational sustainability is enhanced through competent employees. Today's business-scape, characterised by pervasive global competition, fast changing demographics, and technological advancement places a high pressure on firms to acquire, develop and keep the calibre of employees that could facilitate organisational resilience.

The focus of this study was to examine the association between employee competency development and organisational resilience. Based on the results of the empirical tests conducted and the discussions that followed, the study concludes that employee competency development influences organisational resilience; and that organisational resilience in terms of situation awareness, management of keystone vulnerabilities, adaptive capacity and resilience ethos depends on employee competency development and recommends that organisations (especially deposit money banks) that desire resilience that enhances sustainable growth should develop the competencies of their employees.

References

- Ahiauazu, L. U., & Jaja, S. A. (2015). Process innovation and organizational resilience in public Universities in South-South Nigeria. *International Journal of Managerial Studies and Research*, 3(11), 102-111.
- Asiegbu, I. F., Awa, H. O., Akpotu, C., & Ogbonna, U. B. (2011). Salesforce competence development and marketing performance of industrial and domestic products firms in Nigeria. *Far East Journal of Psychology and Business*, 2(3), 43-59.
- Ateke, B. W., & Nadube, P. M. (2007). Agile marketing for organizational resilience in a dynamic business environment: A theoretical reflection. *Rhema University Journal of Management and Social Science*, 5(2), 133-143.
- Ateke, B. W., & Kalu, S. E. (2016). Managing the salesforce for competitiveness: experience from insurance firms in Port Harcourt. *Ilorin Journal of Marketing*, 3(2)1-15.
- Barasa, E., Mbau, R., & Gilson, L. (2018). What is resilience and how can it be nurtured? A systematic review of empirical literature on organizational resilience. *International Journal of Health Policy and Management*, x(x), 1-13. doi:10.15171/ijhpm.2018.06
- Beermann, M. (2011). Linking corporate climate adaptation strategies with resilience thinking. *Journal of Clean Production*, 19(8), 836-842.
- Eketu, C. A., & Ogbu, E. F. (2017). Human resource planning and organisational sustainability: A study of selected telecommunication firms in Rivers State. *International Journal of Social Sciences and Management Research*, 3(3), 37-46.
- Endsley, M. R. (1995). Toward a theory of situation awareness in dynamic systems. *Human Factors*, 37(1), 32-64.
- Endsley, M. R., Bolte, B., & Jones, D. G. (2003). *Designing for situation awareness: An approach to user-centred design*. London: Taylor & Francis.
- Ghorbani, M., & Ahmadi, S. (2011). Relationship between employee's empowerment dimensions and creativity improvement in educational organizations. *Middle-East Journal of Scientific Research*, 10 (2), 213-217.
- Grant, A. M., Curtayne, L., & Burton, G. (2009). Executive coaching enhances goal attainment, resilience and workplace well-being: a randomised controlled study. *The Journal of Positive Psychology*, 4(5), 396-407.
- Grant, R. M. (1991). The resource-based theory of competitive advantage: Implication for strategy formulation. *California Management Review*, Spring, 114-135.
- Granatt, M., & Paré-Chamontin, A. (2006). Cooperative structures and critical functions to deliver resilience within network society. *International Journal of Emergency Management*, 3(1), 52-57.
- Hamel, G., & Välikangas, L. (2003). The quest for resilience. *Harvard Business Review*, 81(9), 52-63
- Harcourt, H., & Ateke, B. W. (2018). Customer-contact employee empowerment and resilience of quick service restaurants. *European Journal of Human Resource Management Studies*, 1(2), 1-18.
- Horne, J. F., & Orr, J. E. (1998). Assessing behaviors that create resilient organizations.

Employment Relations Today, 29-39.

- Ilmoa, L., Park, B., & Hyun Yoon, J. (2013). Resilience by shock testing. *Innovation and Supply Chain Management*, 7(2), 58-65.
- Iskanius, P., Haapasalo, H., & Page, T. (2006). Requirements for change in a traditional industry to be competitive: Transformation towards an agile supply chain. *International Journal of Agile Systems and Management*, 1(3), 258-278.
- Jung, K. (2017). Sources of organizational resilience for sustainable communities: An institutional collective action perspective. *Sustainability*, 9, 1141: doi:10.3390/su9071141.
- Kram, K. E., & Isabella, L. A. (1985). Mentoring alternatives: the role of peer relationships in career development. *Academy of Management Journal*, 28(1), 110-132.
- Krishnapriya, V., & Baral, R. (2014). Supply chain integration-A competency based perspective. *International Journal of Managing Value and Supply Chains*, 5(3), 45-60.
- Lahti, R. K. (1999). Identifying and integrating individual level and organizational level core competencies. *Journal of Business and Psychology*, 14(1), 59-75.
- Lapao, L. V., Silva, A., Pereira, N., Vasconcelos, P., Conceicao, C. (2015). Ebola impact on African health systems entails a quest for more international and local resilience: The case of African Portuguese speaking countries. *Pan African Medical Journal*, 22, 1-15.
- Lee, A. V., Vargo, J., & Seville, E. (2013). Developing a tool to measure and compare organizations' resilience. *Natural Hazards Review*, 14, 29-41.
- Lengnick-Hall, C. A., & Beck, T. E. (2005). Adaptive fit versus robust transformation: how organizations respond to environmental change. *Journal of Management*, 31, 738-757.
- Mafabi, S., Munene, J. C., Ahiauzu, A. (2013). Organisational resilience: Testing the interaction effect of knowledge management and creative climate. *Journal of Organizational Psychology*, 13(1/2), 70-82. bababaab
- McManus, S., Seville, E., Vargo, J., & Brunson, D. (2008). A facilitated process for improving organizational resilience. *Natural Hazards Review*, 9(2), 81-90.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89.
- Nwulu, C. S., & Ateke, B. W. (2018). Frontline employee competence development and responsiveness of quick service restaurants. *European Journal of Social Sciences Studies*, 2(10), 1-17.
- Oluwasoye, M., & Ugonna, N. (2015). Environmental risk: Exploring organisational resilience and robustness. *International Journal of Science and Engineering Research*, 6(1), 1103-1115.
- Pal, R., Torstensson, H., & Mattila, H. (2014). Antecedents of organizational resilience in economic crises: An empirical study of Swedish textile and clothing SMEs. *International Journal of Production Economics*, 147, 410-428.
- Payne, S. C., & Webber, S. S. (2006). Effects of service provider attitudes and employment status on citizenship behaviours and customers' attitudes and loyalty behaviour. *Journal of Applied Psychology*, 91(2), 365-378.
- Pfeffer, J. (1994). *Competitive advantage through people*. Boston: Harvard Business School Press.
- Sawalha, I. H. (2015). Managing adversity: Understanding some dimensions of organizational resilience. *Management Research Review*, 38(4), 346-366.
- Stephenson, A., Vargo, J., & Seville E. (2010). Measuring and comparing organisational resilience in Auckland. *The Australian Journal of Emergency Management*, 25(2), 29-34.
- Tamunomiebi, M. D. (2018). Ethics Training As Predictor of Organizational Resilience in Tertiary Health Institutions in Bayelsa State, Nigeria. *International Journal of Social*

Sciences and Management Research, 4(2), 56-65.

Wright, P. & McMahan, G. (1992). Theoretical perspective for strategic human resource management. *Journal of Management*, 18, 295-320.

Zeb-obipi, I. (2016). Competence planning in Nigerian organisations: a performance report. *Journal of Marketing Development*, 1(1), 114-120.

Zhang, R., & Liu, W. (2012). Organizational resilience perspective: Facilitating organizational adaptation analysis. *IPEDR*, 28, 55-59.