

Competence Mapping and Employee Resilience of Food and Beverage Companies in South - South, Nigeria

Dr. Florence Oluchi Sunnyibeh

Department of Business Administration, Faculty of Art, Social and Management Sciences, Trinity University, Yaba, Lagos, Nigeria

Abstract: *The aim of this study was to examine the relationship between competency mapping and employee resilience in the food and beverage manufacturing firms in South-South, Nigeria. This study used a structured questionnaire designed in five Likert scale of strongly disagreed to strongly agree to collect data from respondents in the food and beverage manufacturing firms in south-south, Nigeria. The study employed a cross sectional research design to study a population of one thousand eight hundred and seven respondents from 21 registered food and beverage manufacturing companies in south-south, Nigeria. Sample size for the study was obtained with the help of Taro Yemem formula to be 328 respondents for the study. Structured questionnaire was distributed to 328 employees as respondents for the study and 289 copies were retrieved out of which 10 copies were considered not useful due to spoilage and 279 were deemed fit for the study. Data were analysed using a spearman rank order correlation with the help of a statistical package for social sciences version 23.0. From the analyses, the study found different degree of positive and statistically significant relationship between competency mapping and the measures of employee resilience (employee agility, employee responsiveness and employee resourcefulness). Based on the findings of the study, the study concludes that competence mapping enhances employee resilience in food and beverage companies in South-South, Nigeria and recommends that management of food and beverage companies in South-South, Nigeria should encourage competence mapping which is required to identify employees' strengths and weaknesses in order to help them better understand their operating environment and show employee where their career development efforts need to be directed towards.*

Keywords: *Competency Mapping, Employee Resilience Food and Beverage Manufacturing Firms*

Introduction

Organisations operate in an increasingly competitive and dynamic environment of which their success is a reflection not only of their capacity to survive, but also of their ability to continually adapt in challenging turbulent business environment (Lampel, Bhalla & Jha, 2014). Growing evidence that organisations are in need of employees who are better able to recover from and even thrive following the uncertainties that are found in business environment. This type of employees is resilient and overcome both routine and major challenges by remaining agile and flourishing as a result of adaptive developmental capabilities among them (Nilakant *et al.*, 2016; van der Vegt, Essens, Wahlstrom & George, 2015). Resilient employees have the capacity to engage in ongoing development, to survive major crises, and to thrive under circumstances that are unfavourable to their operation and that negatively impacts on their performance (Carvalho & Areal, 2015; Southwick, Bonnano, Masten, PanterBrick & Yehuda, 2014; Van der Vegt, *et. al.* 2015). Underscoring the importance of employee resilience relating it to occupational settings, and framing it as a capability that can be developed over time specifically in the food and beverage firms, resilient employees are able to pursue new knowledge and experiences and get into deeper

relationships with others (Robertson, Cooper, Sarkar, & Curran, 2015; ShawMcLean, Taylor & Swartout, 2016).

The food and beverages manufacturing firms are one of the major drivers of the economy in Nigeria, operating in a highly competitive Fast-moving consumer goods (FMCG) market where profit margins are pressed to their minimum levels, stiff price competition, constant change in customers' taste and preferences, and consumers becoming more brand conscious and interested in new products (Lakuma et al., 2020). Though one of the major drivers of the economy, the product from these food and beverage firms are becoming scarce and expensive, which might be as a result of the issues faced by this manufacturing firms that ranges from inadequate and inefficient infrastructure and employment of unskilled resources. These issues, makes employees sceptical about where they work with the fear that their job is on the line and as a result are no longer putting the needed skill in performing their task. Managers need to possess the ability to produce products that will meet consumers' needs and add value to them at all times and in all situations. With all the identified issues it is critical for the managers of the food and beverages firms to be equipped with employees who have the capability to enable them to sustain and increase the growth of sales and be competitive in their industry that is densely saturated with many competitors. Such employees can be sourced through competency mapping.

Competency mapping is a task through which workers specify means for bridging competence gaps identified through the skill, knowledge, ability and attitude gap analysis. Competency mapping, helps organisations to define their objectives, obtain employees that will fit a particular task, develop the employee if need be and implement an interactive pattern that will help easy the method of carrying out job specification in an industry (Marrelli, Tondora & Hoge, 2005). Though studies have been carried out on the relationship between competency mapping and other variables such as organisational performance, the role of competency mapping in the survivability of an organisation, organisational flexibility, its impact in leveraging employee behaviour by various scholars (Kataria & Sethi, 2022; Antwi & Owusu, 2015; Dias & Escoval, 2014; Aghalya, Kasi Raman, Kottathai & Indhuja , 2021). Despite this volume of research on competency mapping with different variables, non to the best of my knowledge have been able to examine the importance of competency mapping in achieving employee resilience in the food and beverage sector in south-south Nigeria. Hence, this study investigates the empirical relationship between competency mapping and employee resilient in the food and beverage firms in South-South, Nigeria and draws the following hypothesis based on the foregoing argument:

- H₀₁:** There is no significant relationship between competence mapping and employee agility of food and beverage companies in South-South, Nigeria.
- H₀₂:** There is no significant relationship between competence mapping and employee resourcefulness of food and beverage companies in South-South, Nigeria.
- H₀₃:** There is no significant relationship between competence mapping and employee responsiveness of food and beverage companies in South-South, Nigeria.

LITERATURE REVIEW

Theoretical Framework

This study is predicated on the resource-based view theory developed by Wernerfelt in 1984 with his 1980s and 1990s work, academics and business practice such as Birger Wernerfelt, Prahad and Hamel (Kimiloglu & Zarali, 2009). This theory is mostly concerned with the internal resources of

an organisation than the external environment as source of profit. According to Barney (2011) resource-based view theory is the approach that best describes how organisations can gain competitive advantage and increase their performance using their internal resources such as employees. Shivaraj and Vijayakumara, (2015) espoused that organisations need to integrate their resources which are the key capabilities that they are assured of having for the sake of their internal operations and existence.

Again, the RBV theory argued that organizational resources are the most important determinants of the competitiveness and performance of the organization. The key points of the RBV theory are that firms have to identify their key potential resources and evaluate whether these resources fulfil the following criteria referred to as valuable, rare, in-imitable and non-substitutable (VRIN) and this can be done via competency mapping. Therefore, the human resources of a company are one of its strategic resources that if well-developed, through a deliberate competence mapping, can distinguish it from the human resources of its competitors and provide advantages for the organizational well-being and survival within the dynamic business environment. According to Conner (1991) the possession of unique inputs and capabilities will create a distinction in the performances of firms giving them competitive advantage.

The RBV theory is relevant to this study because competence mapping can be explained by the Resource-Based View theory which reflects on the advantages of the firm's management concentrating on investing their resources on the employees. The extent to which corporate goals are achieved, to a large extent, is dependent on the quality of the human resources who carry-out the implementation of managerial decisions. Though, managers set the goals but the employee's carryout the execution. Therefore, this means that the employees make the ultimate decision on the extent of implementation thus making them the most important resources in an organization and which could give the organization competitive advantage over other competitors in the business environment and so enhance employee resilience.

Concept of Competence Mapping

Organisations are continuously scouting for skills that will enable them reach their set objectives at a minimum cost. Competency is simply a set of knowledge, skills and attitude required to perform a job effectively and efficiently while Mapping is an appropriate forecast of activities in a serial order (Naga-Kumari, Bhavani & Kamal, 2021). The process of identifying key capabilities and skills for a particular position in an organisation is known as competency mapping. Zeb-Obipi (2007) defined competency mapping as a skill administration function that determines the categories and degree of competence required for a superior performance. Competence mapping is a process of identifying key capabilities that helps employee function effectively within it serving organisation (Johri, 2014). Competence mapping depict all of the performance expectations of a particular job role. This framework can be organized and divided into competency categories such as core, job-specific or advanced. Within each of these competencies are tire actual performance criteria that determine an individual's proficiency. Marrelli, Tondora and Hoge (2005) observed that the activities include defining the objectives, obtaining a sponsor, developing and implementing a communication and education plan, planning the methodology and identifying the individual skills and creating the competency model.

Competency mapping is very important and essential activity in the organization because it

identifies employees' strengths and weaknesses in order to help them better understand themselves and to show them where career development efforts need to be directed. Competency mapping is one of the most accurate means in identifying the job and behavioural competencies of an individual in an organization (Johri, 2014). Competency mapping is developed to meet client needs by most organisations. There are two aspect of competency mapping that organisations employs in their dealing: job competency analysis and development of competency scale for the job analysed (McGuinness & Ortiz, 2016). Competency mapping is a process that is structured to consistently measure and assess individual and group performance as it relates to the expectation of the organisations and customer. Competency management is used to identify core attributes like skill, knowledge, ability and attitude that are required to effectively performed job classification (Morrison, Ross, & Kemp, 2001; More, 2008).

Employee Resilience

Resilience is commonly described as an individual characteristic that ensures adaptation to adversity (Robertson et al., 2015). Resilience is defined as the capacity of an individual to adapt and recover after experiencing negative emotions (Niitsu, Houfek, Barron, Stoltenberg, Kupzyk & Rice, 2019). Employee resilience can be defined as employee capability, facilitated and supported by the organisation, to utilise resources to continually adapt and flourish at work, even if/when faced with challenging circumstances (Näswall et al., 2015). Employee resilience is defined as the capability to —bounce back from setbacks combined with remaining effective in the face of tough demands and difficult circumstances, and grow stronger in the process (Cooper, Liu, & Tarba, 2014). Employee resilience is defined here as a behavioural capability, supported by the organisation, which reflects resource utilisation and the ability to continually adapt at work (Kuntz et al., 2016).

Shaw, McLean, Taylor, and Swartout, (2016) posit that employee resilience comprises adaptive, proactive, support-seeking, learning, and crisis management behaviours that can be continually developed and enacted in everyday practice. Examples of resilient behaviours include the utilisation of performance feedback to improve work processes, seeking support and resources from supervisors and peers, taking organisational change as an opportunity for development, and maintaining performance through high workload periods. It is argued that employee resilience contributes to key performance drivers, including positive employee attitudes and behaviours (Näswall et al., 2015). Additionally, employee resilience may be seen as a protective factor on employees' reactions to change in the work place (Shin et al., 2012). Resilient employees are more responsive to necessary organisational changes and possess a greater capacity for recovery from work environment disruptions than non-resilient employees.

Resilient employees overcome both routine and major challenges, remain agile, and flourish as a result of their investment in developing adaptive capabilities in their operating environment (Nilakant et al., 2016; Yost, 2016; van der Vegt et al., 2015). Hence, employee resilience is not only established during response to crises, but is a part of employee that usually signifies their ability and drive to exploit on organisational resources. The development of resilience in employees involves a constant interaction between an individual and their work context (Mansfield, Beltman, & Price, 2014). Employee resilience is a behavioural construct evidenced through a set of workplace behaviours, centred around network leveraging behaviours, learning, and adaptability that precede attitudes such as job satisfaction, motivation, and wellbeing (Kuntz

et al., 2017; Brennan, 2017). This study measures employee resilience in terms of agility, resourcefulness and responsiveness.

Employee Agility

Agility is the disposition of an individual to renew his/herself ability towards adapting and adjusting quickly as well as to manage a constantly changing, uncertain, chaotic culture in the work environment (Alavi, Wahab, Muhamad & Arbab Shirani, 2014). Agility is a concept that helps organisations to learn about changes in market, gain from the changes, and shape their firms' products according to those external changes transformed into opportunity for them (Kumkale, 2016; Shin, Taylor & Seo, 2015; Braun *et al.*, 2017). Agility could also be seen as being instrumental in improving the quality of competitive activity and inventory of an organisation to environmental fluctuations as well as increase firms' performance. Employee agility is the employee capacity to gather and disseminate information about the changes in their environment and respond to that information quickly and expediently (Daly, 2022).

Zhang and Sharifi (2000) described agile employee as an individual with a broad vision and capabilities to adequately and promptly handle turbulence by encapsulating the advantageous side of such dynamic conditions, such as occasional abrupt shifts in action preferences and account structure. Scholars have argued that employee agility is more of behavioural construct that is proactive, adaptive and generative in the work environment (Dyer & Shafer, 2003; Sherehiy & Karwowski, 2014). Proactive behaviour means the active search for opportunities that could easily throw in organisational success and take the lead in pursuing those opportunities that become visibly promising. Adaptive behaviours throw up multiple roles to be performed in different capacities across all levels, in this situation the activities of individuals are often simultaneously move from one role to another very quickly. There, employees have to concurrently develop the capacity to learn in multiple competency areas and tutor others by actively sharing important information and knowledge.

Employee agility is known to be the capacity of individuals or employee to react in response to and bend to alterations appropriately and without delay. Agility is very helpful to employees because it encourages them to make the best use of changes and turn them into opportunities for organisations improvement and success (Patil, & Suresh, 2019; Pitafi, Kanwal & Pitafi, 2018). It bequeaths in individual the aptitude to develop the capacity to sense changes and obtain relevant information that is germane in the improvement of work process, as a result contributing in the attainment of competitive advantage. According to Muduli, (2017) Development of employee agility is believed to fast track acquisition of capabilities which is likely to reinforce the success and enduring survivability of firms. Therefore, employee agility lends a helping hand to organisations in building the capacity to proactively adapt to environmental changes. Different scholars have listed factors that influences employee agility as involvement, empathy, the want for agility, technical schooling, control encouragement and guide, management of family members, self-motivation, task richness, and hassle-solving, information (Oliva, Couto, Santos & Bresciani, 2019; Al-Alawi, Al-Azri & Naseem, 2016). It is believed that employee agility is important in creating a level playing ground for individuals to adapt quickly and easily to new opportunities and market conditions that can make the difference through maintaining good relationship with well-trained and flexible workforce (Kirkegaard, 2018).

Employee Resourcefulness

Resourcefulness is described as willingness and interest to seek original ways of action. Resourcefulness is defined as the ability and creativity to cope with difficult circumstances or unusual events (Shuttle, 2022). Resourcefulness in respect to employees is an ability to develop and apply aptitudes that is useful in solving problems that makes an employee to be productive in attaining goals. Jui-Chang and Chien-Yu (2017) defined employee resourcefulness as a situational trait use in functioning at workplaces. The situational trait emerges from the dual influences of known elemental traits such as conscientiousness, openness, competitiveness, and activity needs. Resourcefulness of an employee drives him/her to work towards accomplishing best results. Harris et al., (2006) averred that resourceful employees are capable of working effectively under conditions of resource scarcity using energy finding innovative ways to satisfy both the need of the customer and the attainment of organisational set goals.

Employee resourcefulness is important in today's organisational setting as lead employees must have requisite competences in the art of work rules and interaction with clients. Employee resourcefulness manifests in employees having special skills that enable them face difficult challenges, developing ideas and using it effectively to arrest any given situation and can be as a result of the impact of idealized influence of managers on subordinates, training and mentoring that led to expressing of innovative behaviours (Semedo *et al.*, 2016). Resourceful employees are filled with confidence in their abilities and are expected to be engaged in their work. Licata *et al.* (2003), had earlier proposed that resourceful employees work effectively in resource-scarce circumstances and that they are expected create offerings that are instrumental to the satisfaction of customer expectation.

Employee Responsiveness

The term responsiveness is put forward as a manner for organisations to take advantage of environmental changes that might disrupt the operational flow of an organisation. Different scholars have described responsiveness in different ways, all pointing to an ability to cope with unexpected changes, to survive extraordinary threats in business environment, and accept changes as opportunities that could grow a business (Sharifi & Zhang, 1999; Braunscheidel & Suresh, 2009; Javanmardi, Zanjirchi, Karbasian & Khaboshabani, 2011). Bharadwaj and Sambamurthy, (2006) described it as the ability of the organization to respond quickly to opportunities and to counter threats at the right time. It has to do with organization's ability to survive and prosper in an environment of constant change that is unpredictable (Karami, 2007). Employee responsiveness is a set of ideas that seek continuous improvement in the organization and efficient use of physical and intangible resources efficiently and effectively (David, 2009; Hill & Jones, 2009).

It is the employees' ability to meet the needs and wishes of its customers quickly with appropriate quality offerings that satisfies their needs. According to Erandena and Verma, (2008) responsiveness employees retort unpredictable changes with quick response that helps organisation continually stay in business and yield profit. Alberts and Hayes (2003) conceive responsiveness as the key attribute of superior organization and argued that agility of organisations are the result of an organizational structure, command and control approach, supporting system, and personnel that are responsive in their dealings with synergistic mix of the right characteristics. Further stating that the performance of an organization with synergetic trait in a turbulence business environment requires a responsive employee to solve the problem confronting the

organisation. Hence, responsiveness is used as the ability to respond to unexpected changes in the turbulent business environment.

EMPIRICAL REVIEW

Kataria and Sethi (2022) empirically examined competency mapping and its impact in leveraging employee behaviour traits with reference to IT firms in India. The data for the study was collected from 100 employees in the organisation by random sampling method and a well-structured questionnaire was created in a 3-point Likert format and distributed among the employees. Data collected from the employees were analysed using ANOVA, chi-square, mean, standard deviation and Pearson product moment correlation. The study result found that competency mapping impacts positively on employees' behavioural traits (adaptability, creativity and leadership). With Pearson correlation analysis, a moderate correlational coefficient was found to be existing between employee behaviour traits and competency mapping. The chi-square test showed all positive and significant values of the variables in the study with a frequency and percentage that explains the variables impact of competency mapping on organisational effectiveness.

Rama, Yashoda, Babitha and- Kiran Prabhu (2022) carried out a correlational study in mapping competencies and employee performance in information technology sector. This study specifically deals with competencies such as accountability, adaptability, customer focus, interpersonal skill, team work, and stress tolerance and how its role brings successful performance in information technology related work performance. The study collected data from 250 respondents of an IT company using convenience sampling technique. Data collected were analysed using Pearson product moment correlation. And the result revealed a moderate positive correlation between the variables. The findings implied that changes in one variable moderately correlates with changes in the second variable. Example, changes in team work will moderate impact on employee performance.

Aghalya, Kasi Raman, Kottathai and Indhuja (2021) empirically examined employee competency mapping among spinning mills in Rajapalayam. The study employed a survey research design with descriptive attributes in a non-contrived setting to study a sample of two hundred and fifty (250) employee drawn from various spinning mill in Rajapalayam. Data collected from the respondents were analysed with simple percentage analysis, weighted average and chi-square test using statistical package for social sciences version 23.0. the chi-square analysis showed a significant relationship between age of the respondent and the knowledge of the respondents. Again, the chi-square result showed a significant relationship between experience of the respondents and job performance of the respondents.

Antwi and Owusu (2015) empirically examined the relationship between employee's competence and organizational performance in the pharmaceutical firms in Ghana. The study was done to ascertain the relationship between employees' competence and firm's performance, using adaptability as a measure of performance. The study adopted a total number of 280 respondents as its sample size that comprises top-management, lower-level managers, supervisors and individual employee. Structured questionnaire was distributed to 280 respondents of which 275 was successful retrieved and usable. Data collected were analysed using linear regression to test the stated hypothesis. The result from the analysis showed that the relationship between employee competence and organisational performance is positively and statistically significant. They furthered revealed that the management of employee competence to an extent has a significant

influence on the outcome of pharmaceutical employee adaptability which greatly influences their performance.

Dias and Escoval (2014) empirically investigated organizational flexibility as a strategic option: fostering dynamic capabilities of hospitals in Portugal. The main purpose was to examine how competence management affects internal and external dimensions of organizational flexibility and hospital performance. Primary data were gathered through questionnaire and interview from 380 employees of 95 hospitals in Portugal. The collected data were analyzed using Pearson Moment Coefficient Correlation. Results revealed that the dimension of competence management has positive and significant effect on internal and external organizational flexibilities which contributes to the development of capabilities. The development of these capabilities when interacted have significant impact on the performance of the hospital.

Lengnick-Hall, Beck, and Lengnick-Hall (2011) carried out an empirical investigation on developing a capacity for organizational resilience vis-a-vis adaptive capacity through strategic human resource management in south Africa. The study used 340 employees of construction workers. Data were analysed using spearman rank order correlation. It was observed that an organizational capacity for resilience is developed through strategically managing human resources to create competencies among core employees and when aggregated at the organizational level, the possibility for the organizations to achieve the ability to respond in a resilient manner during severe crisis brings shock.

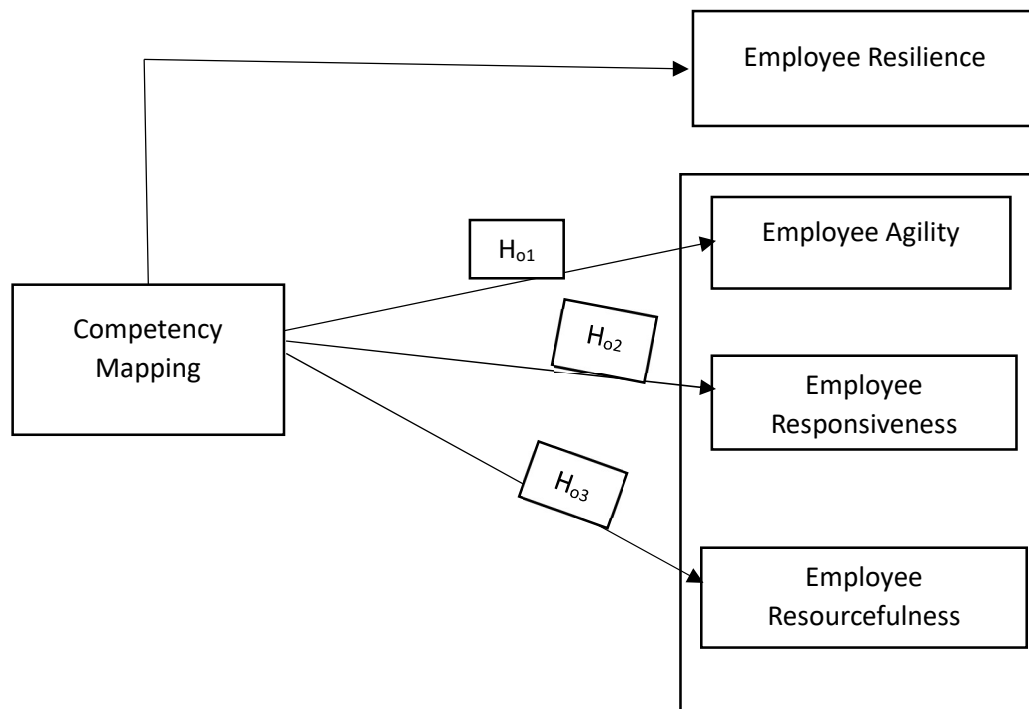


Figure 1: Operational framework showing the relationship competency mapping and employee resilience in food and beverage manufacturing firms south-south, Nigeria.

Source: Researcher conceptualisation (2023)

METHODOLOGY

The study adopted a cross sectional survey research design of descriptive attributes with a correlational style of investigation in a non-contrived setting to study a population of one thousand eight hundred and seven employees from 21 registered food and beverage firms in south-south (Akwa Ibom, Rivers, Cross Rivers, Bayelsa, Delta and Edo State) in Nigeria (Nigeria Directory, 2021). The sample size of the study was drawn from Taro Yemen sample determination table 1970 to represent sample respondent of 328 employees. The study validity and reliability were validated by three experts in the field of human resources management and the reliability of the data in the study were tested with alpha Cronbah method, of which competency mapping =0.796; employee agility =0.799; employee responsiveness =0.861; employee resourcefulness =0.870. Data were collected using a structured questionnaire in a five-point Likert scale format ranging from strongly agreed to strongly disagreed. Data collected were analysed using spearman rank order correlation with the help of a statistical package for social sciences version 23.0. The Spearman's rank-order correlation was used since it is a non-parametric test. Spearman's correlation coefficient, (ρ , also signified by r_s) measures the strength and direction of association between two ranked variables. Since our scale is at the ordinal level of measurement, it is suitable to be tested using the Spearman's correlation coefficient.

DATA ANALYSIS

Table 1: Correlations Matrix for competence Mapping and Measures of Employee Resilience

			Competence Mapping	Agility	Responsiveness	Resourcefulness
Spearman's rho	Competence Mapping	Correlation Coefficient	1.000	.725**	.528**	.459**
		Sig. (2-tailed)	.	.000	.000	.000
		N	279	279	279	279
	Agility	Correlation Coefficient	.725**	1.000	.829**	.721**
		Sig. (2-tailed)	.000	.	.000	.000
		N	279	279	279	279
	Responsiveness	Correlation Coefficient	.528**	.829**	1.000	.647**
		Sig. (2-tailed)	.000	.000	.	.000
		N	279	279	279	279
	Resourcefulness	Correlation Coefficient	.459**	.721**	.647**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	279	279	279	279

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

Source: SPSS Output

DISCUSSION OF FINDINGS

H₀₁: There is no significant relationship between competence mapping and employee agility in food and beverage companies in South-South, Nigeria

The result from table 1 showed the correlation matrix obtained for competence mapping and measures of employee resilience. The correlation coefficient (rho) result in table 1 revealed the result for the hypothesis testing for Ho1, Ho2 and Ho3. The result for Ho1 showed a Spearman Rank Order Correlation Coefficient (rho) of 0.725 $p = 0.000 < 0.05$ on the relationship between

competence mapping and employee agility. This value implies that a strong relationship exists between the competency mapping and employee agility. The direction of the relationship indicates that the correlation is positive; implying that an increase in employee agility was as a result of the adoption of competence mapping. Therefore, there is a strong positive correlation between competence mapping and employee agility of food and beverage companies in the south-south Nigeria. Therefore, based on this finding the null hypothesis earlier stated was rejected and an alternate hypothesis accept. Hence, there is a significant relationship between competence mapping and employee agility in food and beverage companies in South-South, Nigeria.

H₀₂: There is no significant relationship between competence mapping and employee responsiveness in food and beverage companies in South-South, Nigeria.

The result of HO2 shows a Spearman Rank Order Correlation Coefficient (ρ) of 0.528 $p = 0.000 < 0.05$ on the relationship between competence mapping and employee responsiveness. This value implies that a moderate relationship exists between the variables. The direction of the relationship indicates that the correlation is positive, indicating that an increase in employee responsiveness was as a result of the adoption of competence mapping. Therefore, there is a moderate positive correlation between competence mapping and employee agility of food and beverage companies in the south-south Nigeria. Therefore, based on this finding the null hypothesis earlier stated is was rejected and an alternate hypothesis accepted, stating that there is a significant relationship between competence mapping and employee responsiveness in food and beverage companies in South-South, Nigeria.

H₀₃ There is no significant relationship between competence mapping and employee resourcefulness in food and beverage companies in South-South, Nigeria.

The third hypothesis HO3 showed a Spearman Rank Order Correlation Coefficient (ρ) of 0.459 at $p = 0.000 < 0.05$ on the relationship between competence mapping and employee resourcefulness. This value implies that a moderate relationship exists between the competency mapping and employee resourcefulness. The direction of the relationship depicts a positive correlation meaning an increase in employee resourcefulness came as a result of the adoption of competency mapping. Therefore, there is a moderate positive correlation between competence mapping and employee resourcefulness of food and beverage companies in the south-south Nigeria. Therefore, based on this finding the null hypothesis earlier stated was there in rejected and an alternate hypothesis indorsed. Thus, there is a significant relationship between competence mapping and employee agility in food and beverage companies in South-South, Nigeria.

The findings are in agreement with the findings of other scholars specially, the findings of Rama, et.al. (2022) who explained that every change in accountability, adaptability, customer focus, interpersonal skill, team work, and stress tolerance plays a severe brings about a corresponding change in the successful performance of an organisation specifically an information technology related work performance. T corroborates with the findings of Aghalya, et. al. (2021) explained that the age and experience of an employee has an impact on their job performance. An employee who has stayed long with an organisation has the possibility of doing his task better than one who is recently employed due to his experience with organisation. The study is in line with the findings of Antwi and Owusu (2015) study that revealed that management of employee competence to an extent has a significant influence on the outcome of pharmaceutical employee adaptability which

greatly influences their performance. Dias and Escoval (2014) explained that internal and external organizational flexibilities contributes to the development of capabilities. The development of these capabilities when interacted have significant impact on the performance of an organisation. Lengnick-Hall, et.al. (2011) explained that an organizational capacity for resilience is developed through strategically managing human resources to create competencies among core employees and when aggregated at the organizational level, the possibility for the organizations to achieve the ability to respond in a resilient manner during severe crisis brings shock

CONCLUSION AND RECOMMENDATION

Based on the research findings, that showed positive and significant relationship degree between competency mapping and the measures of employee resilience (employee agility, employee responsiveness and employee resourcefulness). This study concludes that investment in competence mapping enhances employee resilience in food and beverage companies in South-South, Nigeria and recommends that Management of food and beverage companies in South-South, Nigeria should encourage competence mapping which is required to identify employees' strengths and weaknesses in order to help them better understand their operating environment and show employee where their career development efforts need to be directed towards. Through this engagement deficient employees of food and beverage companies could be equipped for better performance in the industry both now and in the future. This in turn will be beneficial to the flourishing of food and beverage companies.

REFERENCES

- Aghalya, V., Kasi Raman, R., Kottathai, S., & Indhuja, M. (2021). Employees competency mapping among spinning mills in Rajapalayam: An empirical research. *International Journal of Scientific Research and Management*, 9(5), 2226-2235.
- Al-Alawi, A. I., Al-Azri, A. S., & Mohammad, H. N. (2016). Investigating the factors affecting job satisfaction and turnover: Case of Sultan Qaboos University. *Journal of Human Resources Management Research*, 2016(2016), 6-15.
- Alavi, S., Abd. Wahab, D., Muhamad, N., & Arbab Shirani, B. (2014). Organic structure and organisational learning as the main antecedents of workforce agility. *International Journal of Production Research*, 52(21), 6273-6295.
- Alberts, D. S. & Hayes, R. E. (2003). *Power to the edge: Command and Control in the Information Age*. Washington: Command & Control Research Program.
- Antwi, J. O. & Owusu, A. (2015). Employee's competency and organizational performance in the pharmaceutical industry an empirical study of pharmaceutical firms in Ghana, *International Journal of Economics, Commerce and Management United Kingdom*, 3(3), 1-9

- Barney, J. B. (2001). Resource-based theories of competitive advantage: A ten-year retrospective on the resource-based view. *Journal of Management*, 27(6), 643-650.
- Braun, A., & Schreiber, F. (2017). *The current InsurTech landscape: Business models and disruptive potential* (No. 62). I. VW HSG Schriftenreihe.
- Braunscheidel, M.J., & Suresh, N.C. (2009). The organizational antecedents of a firm's supply chain agility for risk mitigation and response. *Journal of operations Management*, 27(2), 119-140.
- Carvalho, A., & Areal, N. (2016). Great places to work®: Resilience in times of crisis. *Human Resource Management*, 55(3), 479-498.
- Daly, V. (2022). How to improve agility in the workplace. *Journal of Human Resources*, 5(1), 44-56.
- Dias, C., & Escoval, A. (2014). Organizational flexibility as a strategic option: fostering dynamic capabilities of hospitals. *Healthcare Quarterly*, 17(2), 38-43.
- Dyer, L., & Shafer, R. A. (2003). Dynamic organizations: Achieving marketplace and organizational agility with people.
- Harris, E.G., Artis, A.B., Walters, J.H., & Licata, J.W. (2006). Role stressors, service worker job resourcefulness, and job outcomes: An empirical analysis. *Journal of Business Research*, 59(4), 407-415.
- Javanmardi, M., Zanjirchi, S.M., Karbasian, M. & Khaboshabani, A. (2011). Identify factors influencing the increase in the level of organizational agility with RBF neural network approach to improve passive defense. *Passive Defense Science and Technology*, 2, 71-82
- Johri, A. (2014). Competency Mapping as a Strategic HR Tool in Manufacturing Industry: An Empirical Study. *IUP Journal of management research*, 13(3).
- Jui-Chang, C., & Chien-Yu, C. (2017). Job resourcefulness, work engagement and prosocial service behaviors in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 68, 80-120.
- Karami, M. (2007). The application of data mining and text mining analysis tools in agility of organisations on healthcare. *Journal of Health Management*. 10 (30), 15-21.
- Kataria, N. & Sethi, S. (2022). An empirical study on competency mapping and its impact in leveraging employee behavioural traits with reference to IT sector. *Special education*, 1(43), 34-45.
- Kumari, N. Y., Bhavani, D. & Kamal, G. (2021). Competency Mapping. *A Journal of Composition Theory*, xiv(viii), 59-67.
- Kumkale, İ. (2016). Organization's tool for creating competitive advantage: strategic agility. *Balkan and Near Eastern Journal of Social Sciences*, 2(3), 118-124.

- Kuntz, J. R., Malinen, S., & Näswall, K. (2017). Employee resilience: Directions for resilience development. *Consulting Psychology Journal: Practice and Research*, 69(3), 223.
- Kuntz, J., Näswall, K. and Malinen, S. (2016), "Resilient employees in resilient organisations: flourishing beyond adversity", *Industrial and Organisational Psychology*, 9(2),456-462.
- Lakuma, P. C., Sunday, N., Sserunjogi, B., Kahunde, R., & Munyambonera, E. F. (2020). How has the COVID-19 Pandemic impacted Ugandan businesses? Results from a business climate survey.
- Lampel, J., Bhalla, A., & Jha, P. P. (2014). Does governance confer organisational resilience? Evidence from UK employee owned businesses. *European Management Journal*, 32(1), 66-72.
- Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, M. L. (2011). Developing a capacity for organizational resilience through strategic human resource management. *Human resource management review*, 21(3), 243-255.
- Licata, J.W., Mowen, J.C., Harris, E.G. & Brown, T.J. (2003). On the trait antecedents and outcomes of service worker job resourcefulness: A hierarchical model approach. *Journal of the Academy of Marketing Science*, 31(3), 256–271
- Mansfield, C., Beltman, S., & Price, A. (2014). 'I'm coming back again!'The resilience process of early career teachers. *Teachers and Teaching*, 20(5), 547-567.
- Marrelli, A. F., Tondora, J., & Hoge, M. A. (2005). Strategies for developing competency models. *Administration and Policy in Mental Health and Mental Health Services Research*, 32(5), 533-561.
- McGuinness, S., & Ortiz, L. (2016). Skill gaps in the workplace: measurement, determinants and impacts. *Industrial relations journal*, 47(3), 253-278.
- Morrison, G. R., Ross, S. M., Kemp, J. E. (2001). *Designing Effective Instruction (3rd ed.)*. New York: John Wiley & Sons.
- Muduli, A. (2017). Workforce agility: Examining the role of organizational practices and psychological empowerment. *Global Business and Organizational Excellence*, 36(5), 46-56.
- Niitsu, K., Rice, M. J., Houfek, J. F., Stoltenberg, S. F., Kupzyk, K. A., & Barron, C. R. (2019). A systematic review of genetic influence on psychological resilience. *Biological research for nursing*, 21(1), 61-71.
- Nilakant, V., Walker, B., Kuntz, J., de Vries, H. P., Malinen, S., Näswall, K., & van Heugten, K. (2016). Dynamics of organisational response to a disaster: A study of organisations impacted by earthquakes. In *Business and Post-disaster Management* (pp. 35-47). Routledge.

- Oliva, F. L., Couto, M. H. G., Santos, R. F., & Bresciani, S. (2018). The integration between knowledge management and dynamic capabilities in agile organizations. *Management Decision*, 4(2), 71-80.
- Patil, M., & Suresh, M. (2019). Modelling the enablers of workforce agility in IoT projects: a TISM approach. *Global Journal of Flexible Systems Management*, 20(2), 157-175.
- Pitafi, A. H., Kanwal, S., Ali, A., Khan, A. N., & Ameen, M. W. (2018). Moderating roles of IT competency and work cooperation on employee work performance in an ESM environment. *Technology in Society*, 55, 199-208.
- Rama, Yashoda, Babitha and Kiran Prabhu (2022). A correlation study in mapping competencies and employee performance in information technology sector. *Journal of Xi'an Shiyou University*, 65(6), 112-120
- Robertson, I. T., Cooper, C. L., Sarkar, M., & Curran, T. (2014). Resilience training in the workplace from 2003 to 2014: A systematic review. *Journal of occupational and organizational psychology*, 88(3), 533-562.
- Semedo, A. S. D., Coelho, A. F. M., & Ribeiro, N. M. P. (2016). Effects of authentic leadership, affective commitment and job resourcefulness on employees' creativity and individual performance. *Leadership & Organization Development Journal*.
- Sharifi, H., & Zhang, Z. (1999). A methodology for achieving agility in manufacturing organisations: An introduction. *International journal of production economics*, 62(1-2), 7-22.
- Shaw, J., McLean, K. C., Taylor, B., & Swartout, K. (2016). Beyond resilience: Why we need to look at systems too. *Psychology of Violence*, 6(1), 34-40.
- Sherehiy, B., & Karwowski, W. (2014). The relationship between work organization and workforce agility in small manufacturing enterprises. *International Journal of Industrial Ergonomics*, 44(3), 466-473.
- Shin, J., Taylor, M. S., & Seo, M. G. (2015). Resources for change: The relationships of organizational inducements and psychological resilience to employees' attitudes and behaviors toward organizational change. *Academy of Management journal*, 55(3), 727-748.
- Southwick, S. M., Bonanno, G. A., Masten, A. S., Panter-Brick, C., & Yehuda, R. (2014). Resilience definitions, theory, and challenges: interdisciplinary perspectives. *European journal of psychotraumatology*, 5(1), 253-268.
- Van Der Vegt, G. S., Essens, P., Wahlström, M., & George, G. (2015). Managing risk and resilience. *Academy of Management Journal*, 58(4), 971-980.
- Yost, P. (2016). Resilience practices. *Industrial and Organizational Psychology*, 9(2), 475-479.

- Zeb-Obipi, I. (2006). Analysis of organisational action: types and importance of philosophical constructs. *International journal of training and development*, 8(1), 8-20.
- Zhang, Z., & Sharifi, H. (2000). A methodology for achieving agility in manufacturing organisations. *International Journal of operations & Production management*, 20(4), 496-513.