



Entrepreneurial Talent Management and Organizational Agility of Construction Firms in Rivers State, Nigeria

Oga, Kelechi Charles and Prof. B. Chima Onouha

Department of Management, Faculty of Management Sciences, University of Port Harcourt, Nigeria

Abstract: *The importance of talent in the organization cannot be over emphasized as it provides sustainability and enhancement to organizations' ability to succeed in nowadays dynamic, volatile and uncertain business environment, thus, the aim of this paper is to examine the relationship between entrepreneurial talent management (entrepreneurial skill and entrepreneurial knowledge were used as the dimensions) and organizational agility (the measures used include adaptability and alertness) of construction firms in Rivers State, Nigeria. We therefore adopted quasi experimental design in the form of cross-sectional research survey design and our sample size was 50 managers in 10 selected construction firms in Rivers State. The study's data was sourced using questionnaire as the research instrument which was analyzed using spearman's rank order correlation coefficient with the aid of SPSS. Our results revealed that all the dimensions of entrepreneurial talent management vis-à-vis entrepreneurial skill and entrepreneurial knowledge significantly influence adaptability and alertness respectively, thus we concluded that entrepreneurial talent management significantly influence organization agility. We therefore recommended that entrepreneurs in the construction sector should make sure they have detailed developmental programs that will enhance their skills and knowledge to achieve organizational agility.*

Key words: *Talent; Skill; Knowledge; Agility; Adaptability; Alertness*

1.1 INTRODUCTION

All organizations including the construction firms operating in today's business environment are facing more challenges than ever. Construction firms are very significant to the growth of the Nigerian economy. This because construction projects such as buildings, roads, and bridges are important measures of economic growth, thus for these firms to achieve developmental contributions they are known for, they have to become agile since they operate in more complicated environment. Today, business firms have no choice than to operate and succeed in a more volatile and complex business environment than before which that have immense effect on the performance and survival of the business firms. In this turbulent and complex business environment, agility has become an important feature that organizations must possess to make impact (Raheleh, Amin, Sheida and Somayyeh, 2015).

Organizational agility is one of the requirements business organization needs to compete in the unpredictable business environment of nowadays in order not to go into extinction. This is because it helps the organization to quickly respond and to become compatible with the environmental changes and as well assist the organization to enhance its

efficiency (Yeganegi and Azar, 2012). Nandram (2015) expressed that organizational agility is the answer to the uncertain and complex challenges that is facing today's business environment. Therefore, agility gives organizations capabilities to develop processes and approaches that will enable them to quickly meet stakeholders' needs. Organizational agility which has to do with the capability of the organization to succeed by anticipating and adapting to environmental changes in the business environment has become so significant since the environment of business has become so highly complicated.

In today's knowledge driven world, the survival of business firms is predicated on competent workforce both that of the employees and the owner which provide organizational awareness to survive (Silverstone, Tambe and Cantrell, 2015). As a result, to achieve organizational survival and attain organizational set objectives, entrepreneurs must use effectively and efficiently their talent vis-à-vis their knowledge, abilities as well skills in maneuvering the hurdles of today's' environment in order to become agile as well enhance organizational performance over time. Based on this, it is necessary to highlight that to become agile in nowadays dynamic environment, entrepreneurs in the construction sector should basically use their talent judiciously so that their activities become an important driver of organizational agility.

Successful organizations are now focusing on managing talent (both that of owner and the employees' talent) effectively and efficiently (Oracle Corporation, 2014). In a general term, talent management involves the identification, selection and the development of organization's workforce. But in this paper we are looking at the entrepreneur talent management in terms of his or her skills and knowledge, that is, the ability to judiciously use his or her talent in ensuring that the organization succeeds in its day to day activities. When entrepreneurs are able to manage their talent well, they will be able to manage effectively any situations in the organization. Such talents are important tools for firm survival and prosperity; this is because if the entrepreneur lacks the talent in form of the right skills and knowledge to meet stakeholders' needs, and maneuvers the frequent changes in the environment then the organization is likely to fail.

In today's volatile business environment, efficient and effective management of entrepreneurial talent can be very important to business success as well helping organizations in responding and adapting quickly to environmental changes. This is because entrepreneurs are significant key players in discovery and evaluating business opportunity, mobilization of factors of production in the organization and taking obligation for administration in the organization. It is the job of the entrepreneur to take advantage of opportunities and relate it in an effective way to employees; hence he must have the skills to source for information as well the abilities to make use of the information to the benefit of the organization. Therefore, an entrepreneur must have the right skills as well the knowledge to appropriately influence his or her employees to become willing participants in the fulfillment of innovative goals. More so, in turning business opportunities into a feasible business the talent of the entrepreneur is very important. For this purpose entrepreneurial leaders must have first of all have the skills and knowledge to encourage others to commit to organizational goal and gather the momentum needed to withstand the frequent and complex environmental changes.

Furthermore, studies on the concept of organizational agility in this part of the world has not looked in the direction of entrepreneurial talent management but have explored related concept such as talent retention (talent of the employees) and organizational agility (Martin, 2015; Alagah and Tende, 2017); employee talent management and organization’s performance (Anwar and Reaz, 2016; Najm and Alaa, 2017). Thus, there appears to be a dearth of knowledge on the relationship between entrepreneurial talent management and organizational agility in Nigeria; hence, the purpose of this study.

1.2 Statement of the Problem

In the last decades, competition has grown increasingly aggressive and have become more frequent, thus, construction firms are now operating in more hypercompetitive environments. This hypercompetitive environment has become very complex, and dynamic due to frequent changes in customers’ needs, available resources and changes in technology. This unpredictable environment is at all the time creating uncertainties as well instability for all organization inclusive of construction firms and the ones that do not have the capacity such as the needed talent to adapt to these frequent environmental changes may likely fail.

Furthermore, generally in Nigeria and Rivers State particularly, projects given to construction firms to carry out to the benefit of the public are often done with very low materials or left out rightly abandoned as well most of the projects managed to be fully executed does not even stand the test of time which has been due to lack of sufficient management inputs both quantitative and qualitative terms as a result of lack of needed talent in forms of skill and knowledge from the contractors (entrepreneurs) in carrying out projects amongst other factors.

1.3 Operational Framework

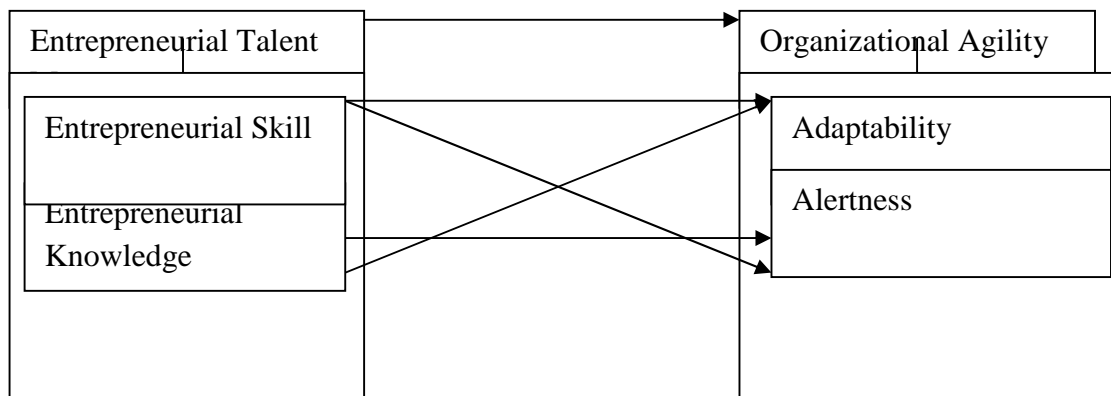


Figure 1: Operational framework of entrepreneurial talent management and organizational agility.

1.4 Aim and Objectives of the Study

The general aim of this study is to examine if there exist any relationship between entrepreneurial talent management and organizational agility and the specific objectives are:

- i. Examine the relationship between entrepreneurial skill and adaptation of Construction Firms in Rivers State, Nigeria.
- ii. Examine the relationship between entrepreneurial knowledge and adaptation of Construction Firms in Rivers State, Nigeria.
- iii. Examine the relationship between entrepreneurial skill and alertness of Construction Firms in Rivers State, Nigeria.
- iv. Examine the relationship between entrepreneurial knowledge and alertness of Construction Firms in Rivers State, Nigeria.

1.5 Research Questions

To realize the aim and the objectives of the study, the following research questions were asked:

- i. What is the relationship between entrepreneurial skill and adaptation of Construction Firms in Rivers State, Nigeria?
- ii. What is the relationship between entrepreneurial knowledge and adaptation of Construction Firms in Rivers State, Nigeria?
- iii. What is the relationship between entrepreneurial skill and alertness of Construction Firms in Rivers State, Nigeria?
- iv. What is the relationship between entrepreneurial knowledge and alertness of Construction Firms in Rivers State, Nigeria?

1.6 Research Hypotheses

The following null hypotheses were stated:

H0₁: There is no significant relationship between entrepreneurial skill and adaptation of Construction Firms in Rivers State, Nigeria.

H0₂: There is no significant relationship between entrepreneurial knowledge and adaptation of Construction Firms in Rivers State, Nigeria.

H0₃: There is no significant relationship between entrepreneurial skill and alertness of Construction Firms in Rivers State, Nigeria.

H0₄: There is no significant relationship between entrepreneurial knowledge and alertness of Construction Firms in Rivers State, Nigeria.

2. LITERATURE REVIEW

2.1 Theoretical Framework

The resource base theory will be use as the theoretical background for this work. The resource-based theory expressed that organizations are to effectively and maximally utilize the differences in resources endowment, as well as their abilities and competencies in order to have competitive advantage (Raduan, Jegak, Haslinda and Alimin, 2009). It emphasized firm-level-specific capabilities and resources that guarantee an organization's performance, competitive advantage as well as organizational agility (Mahoney and Pandian, 1992). It stresses that the firm's resources is an important predictor of the firm's survival, in this case the entrepreneur's talent.

Resource based theory refers to the organization's resources use in the day to day process of the organization to achieve set objectives and improves performance. However, these resources required to enhanced organizational performance are sometimes scarce and inadequate (Teece, 2007). Therefore, firm must use any available resources including the talent of the entrepreneur at their own advantage effectively which will bring about the ability to survive over time. Business firms can increase their success as well become agile given that better resources (entrepreneurs are skillful and knowledgeable) are at their disposals if they are well managed. Thus, organizational agility lies on the capacity of the entrepreneur to effectively and efficiently manage his or her talent and other resources at its disposal.

2.2 Entrepreneurial Talent Management

Talent has to do with the combination of skills, knowledge, abilities and experiences that an individual came with to the enterprise so as to contribute to achieving the organization's objectives (Khatri, 2010; Schiemann, 2014). That is talent has to do with the abilities, knowledge as well the skills, an individual have in a specific area of specialization that enables him or her to carry out his or her functions. Entrepreneurial talent management refers to those special steps an entrepreneur adopts to judiciously use his or her talent (skills and knowledge) to the betterment of the organization. Entrepreneurial talent management is the capability of the entrepreneur in discovering, selecting, processing, and interpreting through their skills and knowledge opportunities as well as threat in the business environment in order to take advantage of opportunities and effectively manage threat. Entrepreneurs that are talented can manage organization's employees and run the organization more effectively.

The reason behind entrepreneurial talent management is because business organizations are formed and manage by entrepreneurs. The entrepreneur creates values by combining other organizational resources in attaining the objectives of the organization. Processes, raw materials, capital and technology are very significant and valuable to the organization but human beings both employees and the entrepreneur whose decisions affect other resources is more of immense importance to the outcome of the organization. As entrepreneurial talent seems to be providing a competitive edge for organizations, it can also become a distinctive component between more and less successful organization (Glenn, 2012), thus, investing and effectively managing this talent can give the needed boost for growth and innovation that will assist the organization to respond to environmental changes effectively. Today's business organizations operate in complexity and knowledge based environment, and it is therefore required of the entrepreneurs to be knowledgeable as well skillful through modern technological application to manage this complexity in the business environment in an effective and efficient way.

2.2.1 Entrepreneurial Skill Management

According to McLarty and Dousios (2006) skill has to do with the capability to execute a given task or job in the organization. However, entrepreneurial skills mixes various skill set such as technical skill, conceptual skill, human relation skill among others to be able to carry out entrepreneurial operation. Skills can be learnt and old ones perfected through training or doing a given jobs. For an entrepreneur to be effective in the use of his or her skills according to Unger, Rauch, Frese and Rosenbusch (2011) they should be channeled to various tasks perform

by the entrepreneur. An entrepreneur requires different skills to ensuring he or she is successful such as skills to detect opportunities as well as threats, production skills which may include new ideas, new products and services skills (Fletcher, 2006).

Markman (2007) expressed that the most important skill needed by an entrepreneur is the skills to be able to detect opportunity and explore it very well. For that reason, the skills to recognize opportunity make entrepreneurial skills different from that of managerial skills. However, an entrepreneur also requires good interpersonal, conceptual and technological skills to be able to perform well. Interpersonal skills involve the ability of the entrepreneur to work effectively with people, this is because people are most valuable resource of any organization, and thus entrepreneur needs to know how to relate well with people. This skill includes motivational skill, conflict resolution skill and communication skill. The conceptual skill enables the entrepreneur to see the organization as a whole and in a way that the organization operates in an environment and to be able to envision where the organization is going. While the technical skill has to do with the capability of the entrepreneur to adopt particular methods and techniques in carrying out his functions and it is not limited to equipment or machine skills but also the skills for effective use of methods and processes.

2.2.2 Entrepreneurial Knowledge Management

Knowledge has to do with a collection of information that is realistic which provide procedural guidance in the execution of task or job (Marrelli, Tondora and Hoge, 2005). More so, from a psychological perspective, there is declarative, procedural and meta-cognitive knowledge (Anderson and Schunn, 2000). They further explain that declarative knowledge is an information that is factual in nature that an individual knows as well account for; procedural knowledge is the knowledge that is hard to communicate while meta-cognitive knowledge has to do with ones knowledge of a given task, context, and the ability to solve problems. Entrepreneurial knowledge management has to do with the process involve in capturing the expertise as well the competence of the entrepreneur and applying them to enhance innovative behaviour through continuous learning process in the organization (Davernport, De Long and Beers, 1998).

Through, entrepreneurial knowledge management, entrepreneurs are able to create significance and meaning from their intellectual prowess (Megan and Jon, 2007). It has to do with managing efficiently the knowledge assets of the entrepreneur so as to create values and meet organization's requirements. More so, entrepreneurs must have different and various knowledge base to be able to effectively run the organization. Also, entrepreneurs need knowledge outside than the ones they possess, hence must be able to work well with others in the organization that has the required knowledge. Opportunity recognition as well its exploitation are strongly connected to the entrepreneur, thus he must be knowledgeable. The recognition and exploitation of opportunities in the business environment is strongly dependent on the capability of the entrepreneur to build up required knowledge as well the ability to process information speedily (Ulrich, 1998).

2.3 Organizational Agility

Tsourveloudis and Valavanis (2002) defined organizational agility as the capability of an organization to operate at ease in a swiftly changing business environment by offering high

quality of products to the market. It has to do with the ability of an organization to effectively and efficiently utilize the available resources in the organization to meet the ever changing needs of the business environment (Park, 2011). It therefore, assists the firm in carrying out its operations lucratively, as well be able to manage opportunities and threats coming from the environment (Ardichvile, Cardozob and Rayc, 2003).

Organizational agility is an organization's capability in looking forward to, sensing, and responding to instability in the firm's business environment so as to gain advantage competitively and enhance organizational performance. It is a specific way, firms apply to attain and enhance advantage competitively so as to be in the same pace with frequent and nonstop changes in the business environment (Nejatian and Zarei, 2013; Khoshlahn and Ardabili, 2016). Any business firm that has been able to develop agility will be able to operate successfully in exceedingly hyper competitive environments through the continuous adaptation to environmental changes. In today's knowledge economy, talent vis-à-vis skill and knowledge especially that of the entrepreneur is an important driver of organizational success. In this new business environment talent has become a significant factor in improving the performance of the organization and its capability to adapt effectively to changes in the environment.

2.3.1 Adaptability

Adaptability is the ability of an organization to respond swiftly to an opportunity as well to risks and converting those risks into advantage for the organization (Kotter, 2012). It has to do with the capability of organizations to act in response to customers' needs and make optimum use of opportunities in the business environment. It is a process of adjusting to new conditions to become better suited to the context or environment. It involves setting expectations for the individual and the organization to adjust to the environmental changes as well the mobilization of employees to surmount challenges and enhance the firm's performance (Battilana and Casciaro, 2012). Any firm that is able to adapt is firm that can predict as well respond to environmental changes effectively (Klein and Pierce, 2001). Thus, in building the necessary capability for adapting to changes in the organization, entrepreneur must be able to set up an organizational climate by forming and upholding behaviours that promote proactive and reactive activities in every day operation of the firm.

2.3.2 Alertness

Alertness is the capability of an organization to identify business opportunities when they exist in the business environment at the forefront of other competitors (Helfat and Peteraf, 2015). Baron (2006) further defined organizational alertness as an organization's ability to process prior knowledge and experiences, identify changes in an environment, and process information that will better the organization. Kaish and Gilad (1991) observed that it gives managers the ability to utilize their creative capacity to spot and interpret information in relation to the development of new opportunities. Organizational alertness has the prospective to add considerable value to the organization because it assist entrepreneur to be conscious of environmental changes, and take advantage of opportunities (Kirzner, 1999).

3. METHODOLOGY

The research adopts cross-sectional research design which is a form of quasi-experimental design and it is suitable for this study since the respondents are not under our control. The study's population consisted of ten (10) selected construction firms in Rivers State, which were also used as the sample size. The construction firms include: Airtrace Solutions Ltd, Horandez and Detroit Construction Company Ltd, Ironinnaija Ltd, Kon-X Group, Megastar Technical and Construction Company, Monier Construction Company Nigeria Ltd, Setraco Nigeria Ltd, Southern Basin Construction Ltd, Taitor Construction Services Ltd, and Handyman Construction Nigeria Ltd which were gotten from <https://www.finelib.com/cities/port-harcourt/business/-construction>.

More so, a five point Likert questionnaire was adopted in gathering data for the study which consist of three questions and five respond choices with point scales ranging from 1 to 5: 1-strongly disagree; 2- disagree; 3- indifference; 4- agree and; 5- strongly disagree for each of the dimensions and measures of the study variable. Never the less, for data analysis the questionnaire was given to 5 top management staff in strategic departments (human resources, finance and accounts, public relations, marketing and operation) of each of the construction companies which were purposively selected because of the roles they play in the organization, making the number of questionnaire distributed to be 50.

Entrepreneurial talent management was operationalized using entrepreneurial skill and entrepreneurial knowledge while organizational agility was operationalized using adaptation and alertness. The validity of the research instrument was further tested using face and content validity, and Cronbach's Alpha was used in testing for the research instrument reliability which show an Cronbach's Alpha greater than 0.7. Specifically the result is as follows: entrepreneurial skill- 0.873; entrepreneurial knowledge- 0.856; adaptability- 0.829 and alertness-0.839. The response rate were 47(94%) of the retrieved and correctly filled questionnaire out of the 50 distributed questionnaire. Collected data was analyzed using the Spearman's Rank Order Correlation Coefficient Statistical with the aid of Statistical Package for Social Sciences (SPSS) within a significance level of 0.05.

4. DATA ANALYSIS AND RESULT

4.1 Entrepreneurial Talent Management and Organizational Agility

Table 1: Association between Entrepreneurial Talent Management and Organizational Agility

Correlations			Entrepreneurial Talent Management	Organizational Agility
Spearman's rho	Entrepreneurial Talent Management	Correlation Coefficient	1.000	.975**
		Sig. (2-tailed)	.	.000
		N	47	47
	Organizational Agility	Correlation Coefficient	.975**	1.000
		Sig. (2-tailed)	.000	.
		N	47	47

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Result, 2019

Table 1 above indicates that entrepreneurial talent management is statistically significant and positively correlated with organizational agility ($\rho = 0.975$, $P = 0.000 < 0.05$). Therefore, the empirical result indicates that there is a strong positive and significant relationship between entrepreneurial talent management and organizational agility in the Construction Firms in Rivers State, Nigeria.

4.1.1 Entrepreneurial Skill and Organizational Agility vis-à-vis Adaptability and Alertness

The correlation matrix obtained for the first and second research questions is provided in the Table 2 below:

Table 2 Correlation Matrix on Entrepreneurial Skill and Organizational Agility vis-à-vis Adaptability and Alertness

			Correlations		
			Entrepreneurial Skill	Adaptability	Alertness
Spearman's rho	Entrepreneurial Skill	Correlation Coefficient	1.000	.945**	.908**
		Sig. (2-tailed)	.	.000	.000
		N	47	47	47
	Adaptability	Correlation Coefficient	.945**	1.000	.886**
		Sig. (2-tailed)	.000	.	.000
		N	47	47	47
	Alertness	Correlation Coefficient	.908**	.886**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	47	47	47

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Result, 2019

Table 4.2 above indicates the empirical results of Spearman Rank Order Correlation Coefficient between entrepreneurial skill and the measures of organizational agility (Adaptability and Alertness). It identified that entrepreneurial skill is statistically significant and positively correlated with adaptability ($\rho = 0.945$, $p = 0.000 < 0.05$). Similarly, entrepreneurial skill was found to be statistically significant and positively correlated with alertness ($\rho = 0.908$, $p = 0.000 < 0.05$).

4.1.2 Relationship between Entrepreneurial Knowledge and Organizational Agility vis-à-vis Adaptability and Alertness

The correlation matrix obtained for the third and fourth research questions is provided in the Table 3 below:

Table 3: Correlation Matrix on Entrepreneurial Knowledge and Organizational Agility vis-à-vis Adaptability and Alertness

			Correlations		
			Entrepreneurial Knowledge	Adaptability	Alertness
Spearman's rho	Entrepreneurial Knowledge	Correlation Coefficient	1.000	.951**	.901**
		Sig. (2-tailed)	.	.000	.000
		N	47	47	47
	Adaptability	Correlation Coefficient	.951**	1.000	.886**

	Sig. (2-tailed)	.000	.	.000
	N	47	47	47
Alertness	Correlation Coefficient	.901**	.886**	1.000
	Sig. (2-tailed)	.000	.000	.
	N	47	47	47

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

Source: SPSS Result, 2019

Table 4.2 above indicates the empirical results of Spearman Rank Order Correlation Coefficient between entrepreneurial knowledge and the measures of organizational agility (Adaptability and Alertness). It identified that entrepreneurial knowledge is statistically significant and positively correlated with adaptability ($\rho = 0.951$, $P = 0.000 < 0.05$). Similarly, entrepreneurial knowledge was found to be statistically significant and positively correlated with alertness ($\rho = 0.901$, $P = 0.000 < 0.05$).

4.2 Regression Analysis/ Test of Research Hypotheses

The multiple-regression as well as the P-value was used to empirically test the four stated hypotheses on whether to reject or accept the null hypotheses.

Table 4: Effect of Entrepreneurial Talent Management vis-à-vis Entrepreneurial Skill and Entrepreneurial Knowledge on Adaptability

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.974 ^a	.949	.946	.33577

a. Predictors: (Constant), Entrepreneurial Knowledge, Entrepreneurial Skill

Source: SPSS Result, 2019

The above Table showed the result of regression analysis (R-value 0.974) between entrepreneurial skill and entrepreneurial knowledge and adaptability which were taken together indicating both variables has strong effect on adaptability by predicting it changes by R^2 -value = 0.949 that is by 94.9% while the remaining 6.1% could be due to the influence of other variables not covered in this study.

Table 5: Multiple Regression Result of Entrepreneurial Talent Management vis-à-vis Entrepreneurship Skill and Entrepreneurship Knowledge and Adaptability

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.495	.483		1.026	.000
	Entrepreneurial Skill	.282	.074	.267	3.831	.000
	Entrepreneurial Knowledge	.677	.064	.733	10.534	.000

a. Dependent Variable: Adaptability

Source: SPSS Result, 2019

Test of Hypothesis 1

Table 2 reveals a $PV = 0.000 < 0.05$ as well Table 5 reveals a $t\text{-cal.} = 3.831$ greater than $t\text{-cri} = 1.96$. Thus, the $t\text{-cal} = 3.831$ and $PV = 0.000$ indicates that there is a strong positive and significant relationship between entrepreneurial skill and adaptability. Thus, the alternate hypothesis is hereby accepted. Similarly entrepreneurial skill contributes ($\beta = 0.282$) to the variation of adaptability.

Test of Hypothesis 2

Table 3 reveals a $PV = 0.000 < 0.05$ as well Table 5 reveals a $t\text{-cal.} = 10.534$ greater than $t\text{-cri} = 1.96$. Thus, the $t\text{-cal} = 10.534$ and $PV = 0.000$ indicates that there is a strong positive and significant relationship between entrepreneurial knowledge and adaptability. Thus, the alternate hypothesis is hereby accepted. Similarly entrepreneurial knowledge contributes ($\beta = 0.677$) to the variation in adaptability.

Table 6: Effect of Entrepreneurial Talent Management vis-à-vis Entrepreneurial Skill and Entrepreneurship Knowledge on Alertness

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871 ^a	.758	.747	.62292

a. Predictors: (Constant), Entrepreneurial Knowledge, Entrepreneurial Skill

Source: SPSS Result, 2019

The above Table 6 showed the result of regression analysis (R-value 0.871) between entrepreneurial skill and entrepreneurial knowledge and alertness which were taken together indicating both variables has strong effect on adaptability by predicting its changes by R^2 -value = 0.758 that is by 75.8% while the remaining 24.2% could be due to the influence of other variables not covered in this study.

Table 7: Multiple Regression Result of Entrepreneurial Talent Management vis-à-vis Entrepreneurial Skill and Entrepreneurial Knowledge and Alertness

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.862	.896		8.865	.000
	Entrepreneurial Skill	.705	.137	.778	5.158	.000
	Entrepreneurial Knowledge	.583	.119	.505	4.696	.000

a. Dependent Variable: Alertness

Source: SPSS Result, 2019

Test of Hypothesis 3

Table 2 reveals a $PV = 0.000 < 0.05$ as well Table 7 reveals a $t\text{-cal.} = 5.158$ greater than $t\text{-cri} = 1.96$. Thus, the $t\text{-cal} = 5.158$ and $PV = 0.000$ indicates that there is a strong positive and significant

relationship between entrepreneurial skill and alertness. Thus, the alternate hypothesis is hereby accepted. Similarly entrepreneurial skills contributes ($\beta=0.705$) to the variation in alertness.

Test of Hypothesis 4

Table 3 reveals a $PV=0.000 < 0.05$ as well Table 7 reveals a $t\text{-cal.} = 4.696$ greater than $t\text{-cri} = 1.96$. Thus, the $t\text{-cal}=4.696$ and $PV=0.000$ indicates that there is a strong positive and significant relationship between entrepreneurial knowledge and alertness. Thus, the alternate hypothesis is hereby accepted. Similarly entrepreneurial knowledge contributes ($\beta=0.705$) to the variation in alertness.

5. DISCUSSIONS OF FINDINGS

From our findings it shows that entrepreneurial talent management significantly affects organizational agility. Thus, Abou-Zeid (2002) expressed that the practice of appropriate talent management is to improve quality of organization's outcome, organizational performance and the organizational workforce as well the ability to withstand changes in the business environment. Entrepreneurial talent management enables the entrepreneur to attain organizational agility and meet their operational matters by using their skills and abilities as well as knowledge which help them to identify and respond to environmental challenges that have overtime affects the ability of the firms to survive. When entrepreneur talent is effectively and efficiently managed, entrepreneurs are able to better act in response to customers' needs on time and have flexible attitude in providing a variety of services to other stakeholders and as well adapting to the complex and changing environment.

For organization to become agile in the face of today's increasing business environmental turbulence and complexity and need for enhanced productivity as well as performance at all levels require effective and efficient entrepreneurial talent management. To create a successful organization that is able to survive over time; an entrepreneur must concentrate its energies on acquiring the right skills and knowledge and invest in promoting employee with right knowledge, skills, abilities and attitude (Hondeghem, Horton, and Scheepers, 2005).

More so, on the relationship between entrepreneurial skill and adaptation, the finding of our data analysis showed that there is significant relationship. In today's dynamic and competitive environment, entrepreneurial skill such as innovation skill as well as the skill to recognize opportunity plays major role on how the organization adapt to its environment which is critical to organizational success. This is because for organization to adjust to environmental turbulence and changes, the entrepreneur must possess the right skill as well the ability to effectively apply those skills.

The relationship between entrepreneurial knowledge and adaptation also showed a positive and significant relationship. The effective application of knowledge is very important to every organization. Knowledge is a major factors that influences organizations' success and if the entrepreneur possessed the appropriate knowledge; it will help the organization to adapt to its environment appropriately as well enhance the success and the competitive advantage of

the organization (Han and Anantatmula, 2007). Also, entrepreneurial knowledge as a strategic asset assist the organization in maintaining performance in an unstable and dynamic business environment by enabling entrepreneur in innovating, collaborating as well help them in making decisions appropriately (Jantunen, 2005). More so, organization's success depends on the entrepreneur's capability to learn and applied the acquired knowledge to make better decision (Li-An, 2008) that will bring about organizational agility. Effective decisions, which are taken on the basis of quality knowledge possessed by the entrepreneur, will assist the firm effectively anticipate and react to changes in the environment.

Furthermore, on the relationship between entrepreneurial skill and alertness, the finding also showed a positive and significant relationship. Thus, Naylor (1999) observed that the effective organization situation awareness depends on the composition of its members as well as the entrepreneur to develop accurate expectations and capabilities (such as skill and knowledge) for the organization. The possession of the right skill as well the judicious use of same enable the entrepreneur in recognizing as well exploiting possible business opportunities by spotting and interpreting information in relation to same in the business environment. Any business firm that can survive and thrive in this turbulent and dynamic business environment will be based on the alertness capability of the organization through the entrepreneur to the happenings in the business environment (Cardon and Kirk, 2013).

The finding of this study also showed a positive and significant relationship between entrepreneurial knowledge and alertness. The concept of knowledge management is increasingly relevant to 21st business organization due to the business environment uncertainty; therefore, appropriate entrepreneurial knowledge management is very important as business looks forward to achieving organizational agility (Tiwana, 2002). Thus, organizations are beginning to appreciate the fact that knowledge management is a basic and essential resource to achieving competitive advantage which also is important to attaining agility. It is therefore, essential for entrepreneur to manage their knowledge as well that of their employees effectively in today's business world because the ability of an organization to recognize opportunities when they exist in the business environment ahead of others is dependent on the entrepreneur ability to utilize his or her knowledge appropriately.

6. CONCLUSION AND RECOMMENDATIONS

Based on our findings from this study, we therefore conclude that entrepreneurial talent management significantly affects the ability of organizations to be agile as well entrepreneurial skill management and entrepreneurial knowledge management significantly affects adaptability and alertness of construction firms in Rivers State, Nigeria. Environmental changes and increased competition have placed the subject of entrepreneurial talent management at the center of today's organizations, since organizations by having capable, knowledgeable and skillful entrepreneur will be better able to adapt to changes. The importance of talent in the organization cannot be over emphasized as it provides sustainability and enhancement to organization's performance; therefore entrepreneur must take the overall management of their talent as a top priority so as to enhance the ability of their organization to become agile. We further recommend that entrepreneurs in the construction sector should make sure they have

detailed developmental programs that will enhance their skills and knowledge to achieve organizational agility. More so, in order to achieve agility in the construction sector, we recommend that entrepreneurs must exhibit a high level of commitment to effectively and efficiently use their talent.

REFERENCES

- Abou-Zeid, E. (2002). An ontology-based approach to inter-organizational knowledge transfer. *Journal of Global Information Technology Management*, 5(3), 32–47.
- Alagah, A. D. & Buradum, T.F. (2017). Talent retention and organizational agility of insurance companies in Port Harcourt, Nigeria. *International Journal of Advanced Academic Research/ Social & Management Sciences*, 3(8), 1-14.
- Anderson, J.R., & Schunn, C.D. (2000). *Implications of the ACT-R learning theory: no magic bullets*. London: Lawrence Erlbaum
- Anwar, A.A. & Reaz, U. (2016). Talent management and organizational performance: an empirical study in retail sector in Sylhet City, Bangladesh. *Journal of Business and Management*, 18(10), 11-18
- Ardichvili, A., Cardozob, R., & Rayc, S. (2003). A Theory of Entrepreneurial Opportunity Identification and Development. *Journal of Business Venturing*, 18, 105.
- Baron, R.A. (2006). Opportunity recognition as pattern recognition: how entrepreneurs connect the dots to identify new business opportunities. *Academy of Management Perspectives*, 20(1), 104-119.
- Battilana, J., & Casciaro, T. (2012). Change agents, networks, and institutions: a contingency theory of organizational change. *Academy Of Management Journal*, 55(2), 381-398.
- Cardon, M.S. & Kirk, C.P. (2013). Entrepreneurial passion as mediator of the self-efficacy to persistence relationship. *Entrepreneurship Theory and Practice*, 39, 1027-1050.
- Davenport, T. H., De Long, D. W. & Beers, M. C. (1998). Successful knowledge management projects. *Sloan Management Review*, 43-57.
- Fletcher, D.E. (2006). Entrepreneurial processes and the social construction of opportunity, *Entrepreneurship and Regional Development*, 18(5), 421–440.
- Glenn, M. (2009). Organizational agility: how business can survive and thrive in turbulent times. A report from the Economist Intelligence Unit. Retrieved from <http://www.emc.com/collateral/leadership/organisational-agility-230309.pdf>
- Han, B.M., & Anantatmula, V.S. (2007). Knowledge sharing in large IT organizations: a case study. *VINE*, 37(4), 421–439.

- Helfat, C.E. & Peteraf, M.A. (2015). Managerial cognitive capabilities and the micro foundations of dynamic capabilities. *Strategic Management Journal*, 36(6), 831-850.
- Hondeghem, A., Horton, S. & Scheepers, S. (2005). Models of skills management in Europe. *French Journal of Public Administration*, 16, 561-576
- Jantunen, A. (2005). Knowledge-processing capabilities and innovative performance: an empirical study. *European Journal of Innovation Management*, 8, 336-49.
- Kaish, S. & Gilad, B. (1991). Characteristics of opportunities search of entrepreneurs versus executives: sources, interests, general alertness. *Journal of Business Venturing*, 6, 45–61.
- Khatri, P. (2010). Talent management in HR. Retrieved from <http://www.sciedu.ca/journal/index.php/jms/article/viewFile/64/22>
- Khoshlahn, M., & Ardabili, F.S. (2016). The role of organizational agility and transformational leadership in service recovery prediction. *Procedia - Social & Behavioral Sciences*, 230(1), 142–149.
- Kirzner, I.M. (1999). Creativity and/or alertness: a reconsideration of the Schumpeterian entrepreneur. *Review of Austrian Economics*, 11, 5–17.
- Klein, G A. & Pierce, L. (2001). *Adaptive teams*. Washington, D.C.: Headquarters Department of the Army. Retrieved from www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA467743
- Kotter, J. (2012). How the most innovative companies capitalize on today's rapid-fire strategic challenges-and still make their numbers. *Harvard business review*, 90(11), 43-58.
- Li-An, H. (2008). What affects organizational performance? The linking of learning and knowledge management. *Industrial Management and Data Systems*, 108(9),1234-1254.
- Mahoney J.T. & Pandian, J.R. (1992). Competence management. *Strategic Management Journal*, 13(5), 363-380.
- Markman, G.D. (2007). *Entrepreneurs' competencies*. New York: Psychology Press.
- Marrelli, A. F., Tondora, J., & Hoge, M. A. (2005). Strategies for developing competency models. *Administrative and policy in mental Health*, 32(5/6), 533-560
- Martin, A. (2015). Talent management: preparing a ready agile workforce. *International Journal of Pediatrics and Adolescent Medicine*, 2, 112-126.
- McLarty, R. & Dousios, D. (2006). Dynamics and patterns of skills within small and medium-sized enterprises. *Strategic Change*, 15(4), 175–186.

- Megan, M. & Jon, S. (2007). Knowledge Management. Retrieved from <http://www.cio.com/article/2439279/enterprise-software/knowledge-management-definition-and-solutions>.
- Najm, A.N. & Alaa, K.M. (2017). The effect of talent management on organizational performance: applied study in Jordanian banks. *Review of Applied Socio- Economic Research*, 13(1), 36-52.
- Nandram, S.S. (2015). *Organizational innovation by integrating simplification: learning from Buurtzorg Nederland*. Cham: Springer.
- Naylor, J. (1999). *Management*. Harlow: Prentice Hall.
- Nejatian, M., & Zarei, M.H. (2013). Moving towards organizational agility: are we improving in the right direction? *Global Journal of Flexible Systems Management*, 14(4), 241–253.
- Oracle Corporation (2014). An innovative approach to strategic talent management in the cloud. Retrieved from <http://www.oracle.com/us/products/applications/human-capital-management/talent-management-2315742.pdf>
- Park, Y. (2011). The dynamics of opportunity and threat management in turbulent environments: the role information technologies. Doctor Dissertation.
- Raduan, C.R., Jegak, U., Haslinda, A., & Alimin, L. (2009). Management, strategic management theories and the linkage with organizational competitive advantage from resource-based view. *European Journal of Social Sciences*, 11(3), 402-417.
- Raheleh, C., Amin, N., Sheida, C. & Somayyeh, N. (2015). Impact of organizational agility dimensions on employee's organizational commitment in Foreign Exchange Offices of Tejarat Bank, Iran. *European Online Journal of Natural and Social Sciences*, 4(1), 199-207.
- Schiemann, W.A. (2014). From talent management to talent optimization. *Journal of World Business*, 49(2), 281–288.
- Schultz, T.W. (1990). *Restoring economic equilibrium: human capital in the modernizing economy*. Cambridge: Basil Blackwell.
- Silverstone, Y., Tambe, H., & Cantrell, S.M. (2015). HR drives the agile organization. A document from Accenture Company's Strategy. Retrieved from https://www.accenture.com/t20160913T220140_w_usen/acnmedia/Accenture/Conversin
- Tang, J., Kacmar, K.M. & Busenitz, L. (2012). Entrepreneurial alertness in the pursuit of new opportunities. *Journal of Business Venturing*, 27, 7–94.

- Teece, D.J. (2007). Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal*, 28(13), 1311-1350.
- Tiwana, A. (2002). *The knowledge management toolkit: orchestrating IT, strategy and knowledge platforms*. Upper saddle River, NJ: Prentice Hall. Inc.
- Tsourveloudis, N., & Valavanis, K. (2002). On the Measurement of Enterprise Agility. *Journal of Intelligent & Robotic Systems*, 33(3), 329-342.
- Ulrich, D. (1998). Intellectual capital = competence x commitment. *Sloan Management Review*, 2, 15–26.
- Unger, J.M., Rauch, A., Frese, M. & Rosenbusch, N., 2011, 'Human capital and entrepreneurial success: a personal-analytical review', *Journal of Business Venturing* 26(3), 341–358.
- Yeganegi, K., & Azar, M. (2012). *The Effect of IT on Organizational Agility*. Proceedings of the 2012 International Conference on Industrial Engineering and Operations Management, Istanbul, Turkey.