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Managerial Capacity Skills and Corporate Resilience of Private Security Firms in South-South Nigeria

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ABSTRACT

The study examined the relationship between "Managerial Capacity Skills and Corporate Resilience. The specific objectives of the study include among others: to examine the extent to which operational skill development enhance resourcefulness in private security firms in South-South region of Nigeria. Descriptive and survey research design was adopted. The target population comprised of 76 management staff in the private security firms in South-South Nigeria. The entire population was used since it is manageable. A structured questionnaire was used to generate data. The data obtained was processed using the Statistical Package for Social Sciences (SPSS) and was analyzed using both descriptive and inferential statistics. The analyzed data was presented using tables. The results of analysis revealed that there is a significant relationship between operational skill development and resourcefulness in private security firms in south-South region of Nigeria. The study concluded that managerial capacity development has a significant relationship with corporate resilience. based on the findings the study recommended that organizations should lay more emphases on operational skill development as it ensures resource sustainability; conceptual skills help managers find many solution to different challenges and with conceptual skills mangers can transform thoughts/ideas into action-driven results hence, managers should strive to develop in themselves this useful skill.

Key Words: Managerial Capacity, Skills, Corporate Resilience, Operational Skills, Dynamic Capability

INTRODUCTION

Management experts have continued to trumpet the idea that human and resource is the most important asset of the organization thus, the management of it is the most challenging. It makes a difference in the success or failure of organizations. Times are changing and changes are based not only on the global economy, but also on changing technology, workforces, cultural and demographic changes and finally, work itself. These changes indeed permanently affect the way how people are managed in the workplace. "Organizations are facing challenges from their physical environment, natural disasters and economic crises. These situations have raised the need for resilient organizations and employees.

Capacity development is referred to as the development of knowledge, attitude, and skills of an organisation or workforce for enhancing the abilities to achieve the short-term and long-term goals on organizational as well as personal levels. According to this, capacity development broadly covers the inabilities of all employees and develops the desirable skills and attitude, which enable them to accomplish suitable tasks efficiently (Yamoah & Maiyo, 2013). Capacity development has a positive impact on the employees' performance along with external factors significantly examined. In general, capacity development improves effectiveness at the organizational level.

Seville (2008) discuss corporate resilience as an organization's ability to survive, and potentially even thrive, in times of crisis. Organizational resilience is a continuously moving target which contributes to performance during business-as-usual and crisis situations. It requires organizations to adapt and to be highly reliable, and enables them to manage disruptive challenges. Over the past decade, authors such as Umoh, (2009), has written so much about Management development and the role it plays in successful resilience of organizations. Despite these numbers of studies, little empirical studies exist on management development and organizational resilience in developing countries especially in Nigeria and precisely the South-South region of the country. To bridge this gap, this study examines the effect of Managerial capacity development on Organizational resilience in the South-South region by exploring the relationship between Management development and Organizational resilience; organizations can enhance their competitive advantage and effectiveness".

LITERATURE REVIEW

Conceptual Review

Managerial Capacity Development

The term capacity development as been used in varying contexts, expressing different meanings and explanations. It was considered that the term correlates closely with "HR development that is, enhancing managers' knowledge and training. The field was quite narrow, which concentrates on the development of staff by formal education and trained workers to fill the gap of the qualified personnel in the industrial operations. However, the past few years have transformed this old concept into a broader and global perspective. It focuses on employee development, covering institutional as well as specific initiatives of the country. According to Fang, (2010), capacity development can be defined straightforwardly as a process for strengthening the management and governance of an organization so that it can effectively achieve its objectives and fulfill its mission.

Capacity development is the practice of developing and establishing skills, nature, ability, procedures, and resources that are required for the organizations and societies to adapt and increase employee performance in a fast-changing world continuously. Capacity development is regarded by Fullan, (2009), as the tactical steps accepted to enhance managers' proficiency, showing significant enhancements in performances, development of assets, and extra encouragement among working persons. He further stated that capacity development programs include multinational organization planning to improve their employees' performance and firm performance.

Managerial capacity development can be enhanced by adopting various human resource management (HRM) practices. The first and the most common are to involve either refining quality of individuals appointed or enhancing skills of current managers or both. It is usually achieved through extensive training regarding the job and other developmental activities after selection (Delaney & Huselid, 2008). Training is a continuous process, designed according to the individual requirements, and it is constantly renewed to meet needs and feedback after training. The training programs of the managers vary from industry to industry, so one cannot be certain that a specific training should be conducted by industry yearly, bi-annually, or quarterly. In contrast, capacity development is a continuous process, involving intellectual capital, social capital, and firms' capital for the accumulation of value in gaining maximum results from the minimum output. Each has distinct abilities and needs.

Managerial capacity development has an impact on employee performance. Managerial capacity development does not only morally develop corporate resilience but also organize their abilities for enhancing the productivity of organizations. Furthermore, having the ability to fulfill a capacity development mission means that an organization has sufficient numbers of staff who possess the necessary knowledge and skills, appropriate and adequate technical and management systems, Suitable physical infrastructure, and ample financial and other resources. Thus, capacity development is not limited to training personnel but may include overhauling systems, remodeling physical infrastructure, recruiting new personnel, and improving the efficiency of the use of existing resources.

Management skill and relationship with other factors in the organization are fundamental and it has been argued that managerial skill was a strategic resource (Reiner & Kazem, 2012). Earlier scholars in strategic management have emphasized the role of executive leadership in strategic management decisions.

Capacity development is a term mainly described within the business and management literature. Some examples include terms like organizational innovation, organizational development and absorptive capacity. In an overall sense capacity is considered as a measure of ability and, as most simply defined, capacity is the ability to carry out stated objectives. Development this ability has been conceptualised in a diverse range of ways and has been associated with a plethora of different meanings. Therefore capacity development as a complex multidimensional term is almost impossible to be reduced into a single precise definition. Horton (2003) define capacity development as an ongoing process by which individuals, groups, organizations and societies increase their ability to perform core functions, solve problems, define and achieve objectives, and understand and deal with the development needs in a broad context and sustainable manner. According to Conolly and Lucas (2010) managerial capacity is a multi dimensional concept which includes all these capabilities, knowledge and resources, but also human capital to actuate the service mission and focus is given to individual's formal and informal procedures to achieve this mission. In terms of community empowerment capacity development is the process by which people gain knowledge, skills and confidence to improve their own lives whereas in the area of scientific research development capacity reflects a commitment to quality improvement and characterizes a learning organization.

Approach to Managerial Capacity skills

Successful management capacity development, of course, is more than just following a cook booklist of sequential behaviors. Developing highly competent "management skills is much more complicated than developing skills such as those associated with a trade (for example, welding) or a sport (for example, shooting baskets). Management skills are: (1) linked to amore complex knowledge base than other types of skills and (2) inherently connected to interaction with other (frequently unpredictable) individuals. A standardized approach to welding or shooting free throws may be feasible, but no standardized approach to man-aging human beings is possible. On the other hand, what all skills do have in common is the potential for improvement through practice. Any approach to developing management skills, therefore, must involve a heavy dose of practical application. At the same time, practice without the necessary conceptual knowledge is sterile and ignores the need for flexibility and adaptation to different situations. Therefore, developing competencies in management skills is inherently tied to both conceptual learning and behavioral practice".

Dimensions of Management Capacity Skills

Management skills Development will be discussed under the following variables:

1. Operational Skill Development

2. Conceptual Skill Development

3. Human Relation Skill Development

Operational Skills Development

Operational skills development refers to the process of improving the ability to think analytically, communicate effectively, and execute efficiently. Operational management skills are traits that operations managers develop in order to effectively support business practices that maximize efficiency and achieve success. Operations managers rely on a strong combination of both hard skills and soft skills to organize and direct their organizations' processes, including skills like technical aptitude, coordination and planning. Operations management is a field of business concerned with the administration of business practices to maximize efficiency within an organization. It involves planning, organizing, and overseeing the organization's processes to balance revenues and costs and achieve the highest possible operating profit. An operations manager is tasked with ensuring that the organization successfully converts inputs such as materials, labor, and technology into outputs in an efficient manner.

It is therefore necessary for organizations to develop Operational management skills as it is geared towards the processes that transform inputs into quality output that add value for the customer. The goal of operations management is to maximise efficiency while producing goods and services that effectively fulfill customer needs. Every organization has an operations function, whether or not it is called 'operations'. The goal or purpose of most organizations involves the production of goods and/or services. To do this, they have to procure resources, convert them into outputs and distribute them to their intended users. The term operations embraces all the activities required to create and deliver an organization's goods or services to its customers or clients. Today's business structure differs greatly from past standards and modern companies are focused on pinpointing the most effective operational practices to leverage against the competition. Establishing an effective operations process involves strategy development with some trial and error, but skilled operations leaders when trained can shape efficient and effective business processes by employing a few important traits.

Development of Operational Manager's Skills

Professionals who work in operations management roles take on responsibilities that are crucial to the success of their companies. "Skills like project management, delegation, flexibility and business finance knowledge help operations managers make decisions about product development, risk management and cost reduction strategies. With in-depth knowledge of business processes and management, operations managers are better able to initiate projects, collaborate with teams and meet important deadlines. The operational manager's role in the organization is very important hence, its enhancement should be taken seriously on that note, Meerts (2013) highlighted some features of the operational manager in an organization.

An Operations Manager is Realistic

A strong operations leader understands that employees are a valuable resource and can effectively communicate with operations staff. That not only means delivering the hard facts and providing thoughtful and constructive feedback, but listening to empowered employees who are part of the same team. Results showed from a 2014 study The Relationship between Transformational Leadership and Leader-Member Exchange in Different Cultures showed that teams with strong and trusting leadership positively impacted team members' individual and collective performances. As an example, if an operations leader realizes that production is slowing down, costing the company revenue, communicating directly with employees might be a better approach. Effective organizational leaders can impress upon employees the need to improve and explain the reasoning behind the request. If a goal cannot be reached, employees are empowered to share with management the necessary information for developing alternative, achievable plans.

Operational Management Skills

Zhang, and Liu, (2012) introduced operations management skills needed to succeed as an operations manager and to improve and perform effectively for an organization to be resourceful and they are:

1. **Technical proficiency:** Operations management requires proficiency with technical applications such as production automation, data entry and using software to access project data, track budget information and design processes. Many businesses and organizations integrate technical applications for tracking and automating business processes, maintaining customer relationships and monitoring costs and revenue generation. Because of the wide range of technological functions companies rely on, technical proficiency is an essential aspect of operational management skills.

2. **Product development:** Many operations managers take part in the product development phases of the projects they work on. From assisting in the development and design of new products to overseeing quality control of finished units and monitoring budgets, operations managers must understand the product development processes that allow businesses to generate revenue. In this role, the manager must have the skill necessary to support product development teams and lead projects to success.

3. **Risk analysis:** Risk analysis and mitigation are necessary components to initiating new projects and product development plans. Operations managers analyze aspects of their companies' processes to identify potential challenges and create solutions should negative situations arise. The manager's capabilities in analyzing factors that affect the organization's operations and creating strategies that reduce risks to important processes are crucial to perform the role effectively.

4. **Strategic planning:** Strategic planning and critical thinking are two important aspects of operational management skills needed on the job. Operations managers must be able to anticipate issues that can affect successful outcomes and approach challenges with creative solutions that help teams meet objectives. Strategic planning also means having the ability to interpret input and information that are necessary for making decisions about business processes.

5. **Budget management:** Operations managers are often in charge of managing company production budgets and business finance and math skills are necessary to make sound choices regarding cash flow. Budget management requires operations managers to track costs and incoming revenue, make forecasts about future production costs and profits and assist finance professionals in preparing and filing important financial reports.

6. **Decision-making skills:** Decision-making skills are critical in operations management. Operations managers need to be able to discern pertinent information and analyze how different factors can affect the success of your business's operations. Operations manager's ability to consider different perspectives, alternative outcomes or varying strategies can help in making sound decisions on the job.

7. **Problem-solving skills:** Conflicts can arise in operations management, such as conflict between staff, challenges to completing projects on time and other issues that affect overall success. Problem-solving skills allow operations managers to weigh options and implement solutions that help overcome problems in the workplace. Conflict resolution skills are another part of the problem-solving capabilities that are necessary to adapt to changing situations.

8. **Communication skills:** Operations managers must have exceptional communication skills to interact with colleagues, staff and other individuals every day. Operations managers may frequently need to use written communication skills to transcribe technical data, create reports and communicate throughout the organization. It's also important to develop listening skills, presentation skills and negotiation skills, as these traits are extremely important for encouraging team feedback, leading meetings and discussing business contracts.

9. **Time management:** Scheduling deadlines, monitoring important production milestones and ensuring teams finish projects within specific deadlines are several responsibilities that depend on time management skills. Operations managers may also be in charge of organizing teams' schedules, which requires operations managers to be aware of working hours and the time it takes to complete different tasks.

10. **Leadership skills:** A strong leadership skill gives the operations managers the expertise needed to motivate others, inspire ideas and foster supportive and diverse teams. Effective leaders combine management strategies and their ability to influence and motivate others to collaborate, share and direct various processes necessary for achieving objectives.

11. **Adaptability:** Flexibility and adaptability are important traits of operational management skills. In fast-paced environments, operations managers must think and act quickly to keep up with changing demands. This is the ability to remain adaptable and open-minded to different situations that occur in the workplace

12. **Organization Skill:** Organizational skills are some of the most important and transferable job skills operations managers can acquire. They encompass a set of capabilities that help a person plan, prioritize, and achieve their goals, which, in turn, can save a company time and money. Organization skills are essential for multitasking and keeping a business running smoothly and successfully.

Employers aim to recruit applicants who can work to achieve results consistently, even when unforeseen delays or problems arise. Organization skills are those related to creating structure and order, boosting productivity, and prioritizing tasks that must be completed immediately, versus those that can be postponed, delegated to another person, or eliminated altogether. Maintaining strong organizational skills can reduce the chance of developing poor work habits such as procrastination, clutter, miscommunication, and inefficiency. Managers look for employees who can not only keep their work and their desk organized, but for those who can also adjust quickly to the organizational structure of a company. The two elements of Organization Skills include":

Management Capacity Development and Adaptive Capacity

Staber and Sydow (2010) discuss 'adaptation' and 'adaptive capacity' as two approaches to organizational effectiveness and survival in hypercompetitive environment. They assert that continual learning along with a mindset and conditions that are supportive for the learning is at the core of adaptive capacity. This comes as no surprise; organizational learning and adaptation are among the literatures that speak most directly to understanding organizational resilience. Developing managers through learning is an essential way of ripping off failure in terms of loss of knowledge in organizations. Adaptive capacity can be defined as part of resilience that indicates learning, flexibility to tryout and adopt innovative solutions, and the development of generalized responses dynamic business environment.

Folke, Colding, and Berkes (2013) noted that adaptive capacity has four basic dimensions which are learning to cope with uncertainties, readiness for diversity and reorganization, knowledge combination and creation of self-organizational opportunities. Dalziell and McManus (2012) define adaptive capacity as the engagement and involvement of organizational employee so in order to be responsible, accountable and focused on developing the organization's resilience through their work. Folke et al (2013) opined that adaptive capacity is the zeal to learn from mistakes, engage in collaborative decision-making arrangements, and promote organizational innovativeness.**Management Capacity Development and Dynamic Capabilities**

Teece (2011) asserts that the most important intangible asset that organizations have to deal with is technological know-how and other intangibles are increasingly the bottleneck assets that allow innovating firms to differentiate and establish some degree of competitive advantage. Knowledge and information are intangible assets which are used for developing managers to ensure that the organization has all the HR needs required to operate in a dynamic environment. This further forestalls the organization against threats from its competitors and other external factor that might disrupt the enterprise.

By training and retraining, enriching and enlarging jobs, job rotation, simulation and scenario exercises, management is saying we are ready to absorb any form of shock, anticipatorily to prepare to cushion whatever environmental disturbance that may arise. It then means that by preparing employees by

enriching them with the required skills and knowledge to manage not just their particular job but also to be able to step into the shoes of superiors or talented executives when vacancy exist, the organization is guarding itself against failure.

Statement of the problem

Ho (2014), "all administrative levels in nowadays organizations, need talented, well prepared top managers and this need is constantly increasing and the effectiveness of management becomes one of the most crucial conditions for organization's success. This is related to various reasons which include but not limited to: globalization, changing character of work, increasing diversity of people available on the labour market, migration of people, actions of competitors trying to hunt for heads of qualified personnel, etc.

In the private security firms especially in the South-South region, management practices has suffered serious setbacks. The workforce are prone to serious life threatening challenges because of some deficiency in the side of the management as there are little or no management skill put in place while carrying out management functions. These missing skills includes but not limited to: operational skills, conceptual skills, human relation skills etc. which can be useful in pulling forward a positive working process. These deficiencies has become a problem as workers are deployed to different organisations without proper orientation therefore some of the workers end up portraying their company in a bad light which affects the company adversely and such companies may not be recommended for bigger contracts.

These external and internal power force managers to search for new methods aimed at not only retaining the quality of goods and services, but also keeping the loyalty of the personnel and organizational stability especially in the security sector whether private or public. This means that the development of managers' personal and professional skills has become a tool in ensuring qualitative characteristics of the organization's managerial personnel. The security sector in South-south even Nigeria at large has recorded a history of woeful failure and disappointment, particularly when it comes to the private owned security companies.

\To solve this problems, managers in the private security firms has a lot to do as it lies solely in their hands and it is for this reason this study is been carried out with the aim of examining management capacity development through some significant variables as mentioned above. If managers in the private security firms especially in the South-South region can develop these skills and transfer same to the workforce, the companies will improve both in production and performance"

Aim and Objectives of the Study

This study examined the effect of "management capacity development on corporate resilience

The specific objectives of the study will be to:

1.   examine the extent to which operational skill development enhance resourcefulness in private security firms in South-South region of Nigeria.

2.   determine the extent to which operational skill development enhance adaptive ability in private security firms in South-South region of Nigeria.

3.   assess the extent to which operational skill development enhance dynamic capabilities in private security firms in South-South region of Nigeria.

Research Questions

The following research questions guided the study:

1.   what extent does operational skill development enhances resourcefulness in private security firms in South-South region of Nigeria?

2.   what extent does operational skill development enhances adaptive ability in private security firms in South-South region of Nigeria?

3.   what extent does operational skill development enhances dynamic capabilities in private security firms in South-South region of Nigeria?

Research Hypotheses

The following null hypotheses were formulated to help guide the study:

$H0_1$:   there is no significant relationship between operational skill development and resourcefulness in private security firms in South-South region of Nigeria.

$H0_2$:   there is no significant relationship between operational skill development and adaptive ability in private security firms in South-South region of Nigeria.

$H0_3$:   there is no significant relationship between operational skill development and dynamic capabilities in private security firms in South-South region of Nigeria.

METHODOLOGY

This study adopted the survey design. This research design is permissible for employing a coherent research instrument for gathering information and generating data for this study. The design focused on the collection and data analysis from the study population which enabled the researcher to look into the causal association connecting the identified variables. The population of this study consist 76 managers from the under listed security firms in South-

South Nigeria. A sample is a sub-group or representative selection of a population that is examined or tested to obtain statistical data or information about the whole population (Saunders 2014). The population of 76 management team members in the above private security firms is manageable hence, the entire population was sampled in the study. The instrument for the study was a survey questionnaire tagged Managerial Capacity Development and Corporate Resilience in Private Security Companies in South-South Nigeria (MCDCRPSC). The instrument which has 25 items was used to assess the impact of managerial capacity development and corporate resilience in private security companies in South-South Nigeria. The instrument was partitioned into four sections that were structured in the pattern based on the scales of Very High Extent (VHE-4), High Extent (HE-3), Low Extent (LE-2) and Very Low Extent (VLE-1). Validity is the extent at which an evaluating instrument evaluates what it is meant to evaluate. To ensure the validity of the research instrument (the questionnaire), "there was an extensive literature review relating to the topic which satisfied theoretical validity. Furthermore, to examine the evidence of content validity, the instrument was reviewed by two senior lecturers in the Department of Management in Ignatius Ajuru University of Education. They reviewed the items in the questionnaire to ascertain that the statements in the questionnaire cover the content that they purport to measure". In this study, to ensure reliability of the instrument, the questionnaires were pilot tested amongst the lecturers to ensure that the questionnaire items were understandable and free of ambiguity. Thereafter, the questionnaire was subjected to statistical testing using cronbach alpha. According to Saunders (2014) an instrument with a reliability coefficient (alpha value) less than 0.60 (unacceptably low reliability), 0.60–0.69 (marginally/minimally reliable), 0.70–0.79 (reliable), 0.80–0.90 (highly reliable) and greater than 0.90 (very highly reliable).The reliability coefficient for the pilot test was above 0.70 which indicated that the research instruments were reliable, thus enabling the data collection to continue. The data collected from the administration of the instrument on the respondents was analysed with Statistical Package for Social Sciences (SPSS). The range of analysis carried out is in the following sections.

RESULTS

Table 1: Responses on operational development skills as a variable of management capacity development scale

S/N	ITEMS	VHE	HE	LE	VLE	$\bar{X}$	S.D
1	Those who possess operational skills are good decision makers in my firm	50 (65.8%)	21(27.6%)	33.9%)	2(2.6%)	3.6	0.70
2	Operational skill development ensures resource sustainability in our firm	40(52.6%)	25(32.9%)	8(10.5%)	3(.9%)	3.3	0.85
3	Operational skill embeddedness helps manager in our firm measure efficiency	55(72.3%)	18(23.7%)	3(3.9%)	- (0%)	3.7	0.54
4	Effective health, safety and environmental policies is created with the presence of operational skills	39(51.3%)	30(39.5%)	5(6.6%)	2(2.3%)	3.4	0.73
5	Operational skills has helpmy firm achieverisk management and business development	48(63.2%)	25(32.9%)	2(2.9%)	1(1.3%)	3.6	0.61
	Grand Mean					**3.52**	**0.69**

Source: Research Survey Data, 2023

Table 1 reveals the number of Reponses recorded in each particular item in on operational development skills as a variable of management capacity development scale. The table reveals that all the items have a mean score above 3. This implies that the respondents agree to a high extent with the items 1-5 of table 1

Table 2: Responses on conceptual development skills as a variable of management capacity development scale

SN	ITEMS	VHE	HE	LE	VLE	$\bar{X}$	S.D
1	Conceptual skills provide the ability to develop solutions regarding high level ideas in our firm	60(78.9%)	15(19.7%)	1(1.9%)	-(0%)	3.8	0.45
2	With conceptual skills understanding abstract or complicated situations became easier	65(85.9%)	9(19.7%)	1(1.9%)	1(1.9%)	3.8	0.51
3	Mangers with conceptual skills in our firm transform thoughts/ideas into action-driven results	62(81.6%)	14(18.4%)	-(0%)	-(0%)	3.8	0.39

		VHE	HE	LE	VLE	$\bar{X}$	S.D
4	Conceptual skilled managers in my firm are strategic in nature	56(73.7%)	14(18.4%)	5(6.5%)	1(1.3%)	3.6	0.66
5	Conceptual skills help managers in my firm find many solution to different challenges	38(50%)	30(39.5%)	6(7.9%)	2(2.6%)	2.9	0.88
	Grand Mean					**3.78**	**0.58**

Source: Research Survey Data, 2023

Table 2 reveals the number of Reponses recorded in each particular item in on conceptual development skills as a variable of management capacity development scale. The table reveals that all the items have a mean score above 3 apart from item 5 with a mean score of 2.9. This implies that the respondents agree to a high extent with the items 1-5 of table 2

Table 3 Responses on human relation skills as a variable of management capacity development scale

SN	ITEMS	VHE	HE	LE	VLE	$\bar{X}$	S.D
1	Human resource skills acts as a bridge between the manager and employees bond in my firm	46(60.5%)	25(32.9%)	4(5.3%)	1(1.3%)	3.5	0.66
2	Communication in my firm is an important skill in achieving set goals	48(63.2%)	26(34.2%)	1(1.3%)	1(1.3%)	3.6	0.59
3	Conflict resolution ability is an important part of human relation skills for manager in my firm	60(63.2%)	11(34.2%)	3(3.9%)	2(2.6%)	3.7	0.67
4	Negotiation skills are important for helping parties reach agreeable terms	51(67.1%)	20(26.3%)	5(6.6%)	-(0.%)	3.6	0.61
5	Motivation increases employee satisfaction and productivity	60(78.9%)	10(13.2%)	6(7.9%)	-(0.%)	3.7	0.60
	Grand Mean					**3.65**	**0.63**

Source: Research Survey Data, 2023

Table 3 reveals the number of Reponses recorded in each particular item in on human relation skills as a variable of management capacity development scale. The table reveals that all the items have a mean score above 3. This implies that the respondents agree to a high extent with the items 1-5 of table 3.

Hypothesis One

HO1:   "There is no significant relationship between operational skill development and resourcefulness in private security firms in South-South region of Nigeria.

Table 4: Correlation between operational skill development and resourcefulness

		OPS	R
OPS	Pearson Correlation	1	.345**
	Sig. (2-tailed)		.000
	N	76	76
R	Pearson Correlation	.345**	1
	Sig. (2-tailed)	.000	
	N	76	76

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

From table 4 the probability value is .000, which is less than the crucial value of 0.05, according to the hypothesis testing findings. As a result, the null hypothesis is rejected which means There is a significant relationship between operational skill development and resourcefulness in private security firms in South-South region of Nigeria. The correlation value of 0.345 was gotten. This shows that operational skill development enhances resourcefulness in private security firms in South-South region of Nigeria to a high extent.

Hypothesis Two

Ho2:   There is no significant relationship between operation skill development and adaptive ability in private security firms in South-South region of Nigeria

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Table 5: Correlation between operational skill development and adaptive ability

		OPS	AC
OPS	Pearson Correlation	1	.412**
	Sig. (2-tailed)		.000
	N	76	76
AC	Pearson Correlation	.412**	1
	Sig. (2-tailed)	.000	
	N	76	76

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

From table 5, the probability value is .000, which is less than the crucial value of 0.05, according to the hypothesis testing findings. As a result, the null hypothesis is rejected, and the alternate hypothesis, There is a significant relationship between operation skill development and adaptive ability in private security firms in South-South region of Nigeria. a correlation value of 0.412, shows that operational skill development enhance adaptive ability, in private security firms in South-South region of Nigeria at a high extent.

Hypothesis Three

Ho3: There is no significant relationship between operational skill development and dynamic capabilities in private security firms in South-south region of Nigeria.

Table 6: Correlation between operational skill development and adaptive ability

		OPS	DC
OPS	Pearson Correlation	1	. 530
	Sig. (2-tailed)		. 000
	N	76	76
DC	Pearson Correlation	. 530	1
	Sig. (2-tailed)	. 000	
	N	76	76

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

From table 6, the probability value is .000, which is less than the crucial value of 0.05, according to the hypothesis testing findings. As a result, the null hypothesis is accepted, and the alternate hypothesis, is rejected. Thus, there is no significant relationship between operational skill development and dynamic capabilities in private security firms in South-south region of Nigeria. A correlation value of 0.530 shows that operational skill development enhances dynamic capabilities in private security firms in South-South region of Nigeria, at a very high extent.

Discussion of Findings

The relationship between operational skills management and organizational resourcefulness

The null hypothesis was rejected thus, the alternate hypothesis was accepted. Therefore, there is a significant relationship between operational skills management and organizational resourcefulness in private security firms in South-South region of Nigeria. This study is in line with the study as reported in Gallup that highly developed managers often exhibit above-average levels of the following characteristics: customer loyalty (56%), productivity (50%), employee retention (50%), safety records (50%), profitability (33%), (www.gallup.com), all these are gateway to resourcefulness.

The relationship between operational skills management and adaptive ability

The null hypothesis was rejected thus, the alternate hypothesis was accepted. Therefore, there is a significant relationship between operational skills management and adaptive ability in private security firms in South-South region of Nigeria. This in line with the definition of Dalziell and McManus (2012) that adaptive capacity is the engagement and involvement of organizational employee so in order to be responsible, accountable and focused on developing the organization's resilience through their work.

The relationship between operational skills management and dynamic ability

The null hypothesis was accepted thus, the alternate hypothesis was accepted. Therefore, there is no significant relationship between operational skills management and organizational dynamic ability in private security firms in South-South region of Nigeria. This is contrary to the findings of Agulanna and Awujo (2011) who asserts that human beings are the agents who accumulate wealth, exploit material resources, build social, economic, and political organizations and achieve national development. When they are trained, they become more effective and efficient in the above exercises.

Conclusion

The study revealed that "managerial capacity development has a significant relationship with corporate resilience. This relationship manifests in ways and manners in which employees are managed through operational skills, conceptual skills, and human relation skills. It is imperative to note that when the above identified variables are managed adequately. The organization is expected to achieve high level of resourcefulness, adaptability ability as well as dynamic abilities. The study also revealed that when knowledge is sheared in the organization between the employees, the resultant effect is increase in cooperate resilience as well as actualization of organizational goals and objectives".

Recommendations

1. Organizations should lay more emphases on operational skill development as it ensures resource sustainability

2. Conceptual skills help managers find many solution to different challenges and with conceptual skills mangers can transform thoughts/ideas into action-driven results hence, managers should strive to develop in themselves this useful skill

3. Negotiation skills are important for helping parties reach agreeable terms as human resource skills is a bridge between the manager and employees bond therefore organizations should endeavor to facilitate this skills through developmental programs.

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