



Perceived Influence of Management Conceptual Skills Development on Corporate Resilience of Security Companies in South-South Region of Nigeria

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ABSTRACT

The study examined the Perceived Influence of Management conceptual skills development on Corporate Resilience of Security Companies In South-South region of Nigeria. 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 Nigeria. Descriptive 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 charts and tables. The coefficient of relationship between the two variables was 0.345; there is no significant relationship between conceptual skill development and resourcefulness in private security firms in South-South region of Nigeria. Thus, the null hypothesis was accepted. 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; 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”.

Key Words: Influence, management, skills, cooperate, resilience, security companies

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. Economic crisis and natural disasters have across-the-board consequences which could affect immensely some important areas in an organizational. Generally, financial and economic crisis have adverse impacts on organizations. To be flexible, organizations depend on their leadership and people, a mindfulness and comprehension of their working condition, their capacity to oversee vulnerabilities, and their capacity to adjust considering rapid change”. Therefore, management of human resource is the central asset of an organization and it needs to be developed in terms of skills and knowledge.

Cascio, 2016, “trained employees are better able to perform their jobs especially in difficult situations. The organizational resilience is defined as the capacity of an organization to foresee, plan for, react and adjust to incremental change and sudden interruptions keeping in mind the end goal to survive and thrive. Resilience is a multidimensional, socio-technical phenomenon and depends on skills of individuals or groups to manage instability.

Corporate resilience is an evolving discipline which is concerned with arming business with the requisite tools of risk analysis, risk aversion and risk action in times of unforeseen disruption and downturn. Resilience is the ability of an individual or organization to expeditiously design and implement positive adaptive behaviours matched to the immediate situation, while enduring minimal stress. The challenge to businesses today is to manage and mitigate risks through creating more resilient supply chains. Pivot to any sustainable organisation is that in the quest of sustainable development systems requires a systems approach to the design of industrial product and service systems. For example, companies have found that reducing material and energy intensity and converting wastes into valuable secondary products creates value for shareholders as well as for society at large. Chopra, and Khanna,

(2016) noted that the meaning of resilience is contested in different contexts, in general resilience is understood to mean the capacity to adapt to changing conditions without catastrophic loss of form or function. Methods for valuation and benefit-cost analysis based on concepts from risk analysis and management for development a resilient and sustainable organisation is required with this resilience built into and embedded into the organisations supply chain to ensure continuity of progress and growth in the organisation.

Management Conceptual Development

The term conceptual development as been used in various 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, \(2010\)](#), conceptual 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. Conceptual development is regarded by [Fullan, \(2019\)](#), 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.

Conceptual development can be seen as a change process targeted at aligning beliefs and new or refined practices with desired growth targets within an organization ([Elnaga and Imran, 2013](#)). To be effective, organizational capacity development requires deliberate and planned change. Some organizations make the mistake of training managers in new skills without carrying out the necessary follow-up to make sure those skills are being utilized appropriately. Others focus on training managers without addressing issues in other areas, such as an outdated computer system or a physical infrastructure that does not allow staff to implement new skills or innovative practices. Best practices for capacity development include long-term, multi-level approaches, coaching, and feedback. Importantly, with regard to the long-term nature of capacity building, funding cycles can be a challenge for organizations and government agencies receiving grant funding to effect changes.

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. 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 ([Ayyub, 2014](#)).

Managerial capacity development have 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.

Studies on various perspectives of strategic management are still in nascent stages in many developing countries. Strategic planning has become a key activity for many organizations in the third world. Businesses have gone through various turbulent times orchestrated mainly by the dynamic external environment. This is attributable to others, policies of liberalization and globalization that have triggered vibrancy in the business sector. Many national enterprises have sprung up alongside the entry of multinationals into various sectors. The non-profit sector in many countries has also developed rapidly with institutions like schools, medical centres and nongovernmental organizations become key economic actors. This business landscape has led to improvement in management practices. There is still a low level of adoption of various perspectives of management skills in many African economies ([Bagire & Namada, 2011](#)). Even though organizations are involved in strategic planning and other strategic contingencies, there is inadequate empirical knowledge on how organizations are operating. In Nigeria, the level and magnitude of strategic planning practices in local organizations have not been studied.

Management skill and relationship with other factors in the organization are fundamental and it has been argued that managerial skill was a strategic resource. Earlier scholars in strategic management have emphasized the role of executive leadership in strategic management decisions ([Mintzberg, 2017](#)).

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 (Fullan, 2019)".

Security Companies or Firms in Nigeria

As insecurity and privatisation of public properties continues to increase in Nigeria, particularly from 2008 at the beginning of this democratic dispensation, the demand for private security companies increased. "The country has witnessed the proliferation of PSCs and informal security organisations. This increase in the demand may be attributed to the worrisome state of insecurity in the country and the inability of the Nigeria Police Force to curtail the situation. Private security personnel can be seen guarding businesses, banks, communities, private and public organisations in major cities of the country. It is difficult to give the accurate size of the private security companies that operate in the country because some of them are unlicensed and unregistered. However, Keku & Akingbade, (2013), gave the approximations of the current private security companies in Nigeria to stand at more than 1200.

This estimate, therefore, shows that, private security companies have become a major part of the Nigerian economy. According to Meerts (2013), private security business is growing and has gone through a silent revolution. This fast growth and development of the private security companies in Nigeria cannot be ignored or go unnoticed. Fear of crime seems to be a very plausible explanation for the growth in the private security companies. People are no longer contented to leave security issues to public security bodies in Nigeria. This informed the decision taking by hunters and civilians to combat terrorism in north eastern part of the country. In Nigeria today, security responsibilities are shared with different organisations like ethnic militias, vigilante groups and private security companies. Although this happened as a result of the fear of insecurity, it is an aberration to section 214 (1) of the 2008 constitution of the Federal Republic of the Nigeria, which stipulates that only the Nigeria police shall be the only police force in Nigeria. Communities of highly placed people, private and public organisations in Nigeria, South-South have become increasingly reliant on private security companies. It is very unfortunate with the additional numbers of private security companies, insecurity still loom, and people never have confidence on both the private and public security outfits in Nigeria but owing to the relevance of this study as the dimensions to be discussed, is believed that some of the challenges of the Private Security Firms managerial problems precisely can be met".

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
- 1. 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 (Fang, 2010).

In the field of operations management from the 1960s to the 1980s, manager's strategy studies were developed with a focus on the development of skills and new technologies and the more efficient use of resources. With the advancement of business competitiveness, an understanding of how internal resources can function effectively for organizational strategy began to be reached in the 1980s, with investigations that have broadened the field of studies on internal resources advocated by the shift from the resource-based view to the relational view of strategy, focusing on dyads, triads, strategic alliances and networks. In highly competitive markets, the intensification of competition over recent decades has led to the emergence of various theories, e.g. the relational view of strategy and the recognition of the value of collaborative relationships, to leverage resources and knowledge among partners as an important response strategy to changing environments. In this context, the relational view enables one to affirm that relational resources promote the development of manager's skills and productivity gains (Barney & Hesterly, 2011).

According to Katz (2010), operational skills are the intelligence of methods, procedures, processes, procedures and techniques in carrying out special activities, and the skills in operating equipment and devices which are relevant to these activities. Meanwhile, Terry (2018) stated that operational skills are abilities in using a specific activity in the form of processes, procedures and techniques; also, operational skills allow the implementation of the

mechanisms needed to carry out certain tasks, like the opinion of Handoko (2012) which stated that operational skills are skills in using equipment, procedures and techniques in a particular field, such as accounting, sales, production, etc. In the aspect of education, operational skill is manager's ability to understand, to respond as well as to be expert in the use of methods that are not in work, namely financial knowledge, reporting, scheduling and maintenance.

Therefore, the manager's operational skills can directly monitor the work carried out by the workers in the organisation and the workers will automatically be motivated to find work methods and techniques in the workplace. The manager should have developed and established techniques that can be applied by workers and employees in a targeted manner, so that the objectives of the organisation can be realized as expected. Operational skills are the understanding of a proficiency in the performance of specific tasks. They include specialized knowledge, analytical ability and the competent use of tools and techniques to solve problems in that specific discipline. Entrepreneurs and founders of Small and Medium Enterprises should have some operational skills in their field so as to effectively manage their enterprise".

2. Conceptual Skill Development

Conceptual skills are skills that enable individuals to identify, conceptualize, and solve intricate problems. These skills are important in the workplace because they allow professionals to think and work through abstract ideas and come up with multiple solutions to complex issues.

With conceptual skills, it becomes easier to understand abstract or complicated ideas. Conceptual skills are the abilities that allow an individual to better understand complex scenarios and develop creative solutions. From a management perspective, these skills are valuable because those who have them can approach complicated workplace situations in a variety of different ways. No matter what industry your company operates in, it will face challenges that require innovative and creative ways of thinking. In these situations, conceptual skills are the most beneficial to the organization.

A conceptual leader can think through their ideas, transforming thoughts into action-driven solutions. People see leaders with conceptual skills as strategic leaders because of their ability to strategize about potential situations and how to resolve them. Katz (2010) stated that conceptual skills are general analytical abilities, logical thoughts, fluency in shaping concepts and conceptualization of complex and ambiguous relationships, creativity in idea making and problem solving, and the ability to analyze events and feel trends, to anticipate change, and to recognize opportunities and potential problems. According to Danim (2010), he stated that conceptual skills are the ability to organize thoughts, to understand various theories in their fields, to take action and to see trends based on theoretical abilities needed. Conceptual skills are the skills to coordinate and to integrate all organizational interests and activities.

3. Indicators of Conceptual Skills

According to Quinn, (2010), Conceptual skills come in many categories, and mastering each category comes with its own benefits. Below are some conceptual skills that can prove especially useful in your career.

4. Decision-making skills

Decision-making skills involve the ability to solve problems quickly and efficiently. Whether you are interacting with coworkers or managing an issue with a project, being able to make effective decisions at all levels is important to success in management. To develop these skills, you must have good attention to detail, the ability to analyze and show resourcefulness when facing a problem. Excellent team members can often identify problems that could impact the organization before they are apparent to everyone, which may require them to make a decision that leads to long-term benefits for the company (Cascio, 2016).

Making effective decisions as a manager is a very significant challenge in a fast-moving world. Increasingly managers are expected to act under conditions of uncertainty or limited information, which have a considerable impact at every stage of the decision making process. This checklist is intended to provide guidance for individual managers making decisions in their area of responsibility, but it is important to recognise that this will often require consultation with colleagues and other stakeholders. There are many approaches to decision making, and this checklist introduces some of the tools and models which can be used. Some of these involve gathering extensive information about preferences and available options before undertaking a deliberate analytical process to evaluate the merits of each possibility (Daley, 2011). At the other extreme, decisions can sometimes be based purely on a manager's intuition as they subconsciously synthesise past experiences and extract lessons to apply to a current situation.

As a manager, you will need to apply your skills to select the most appropriate approach for the context you are operating in and the kind of decision you need to make. Usually this will involve finding a balance between the two extremes outlined above. Good decision making skills will enable you to understand what information you will require and how best to use it to inform your decision, as well as helping you to avoid unhelpful or biased assumptions, and recognising the degrees of uncertainty and risk involved and whether these are acceptable in the circumstances. Understanding the implications of your decision, including the impact on departmental and corporate objectives, will help you to avoid costly mistakes and make decisions that add value to your business.

Decision making skills enable a manager to consider alternatives and use judgement to choose an appropriate and timely course of action. The terms 'decision making' and 'problem solving' are often used interchangeably but are not identical. As the term suggests 'problem solving' starts with the identification of a problem or difficulty. The resolution of a problem may require decision making skills, but these are also relevant in other situations - where there is a desire to plan for the future or develop new areas of business, for example.

Decision-making is the process of selecting one course of action from several alternative actions. It involves using what you know (or can learn) to get what you want.

To improve your decision-making skills, you need to know yourself, your values and your abilities. Values are your opinions about what is right or good or valuable. Your values reflect what you think is important in life.

They are developed through experiences within the family, with friends, through church, school, and community organizations, and with the society at large. Values give meaning to your life by providing a basis for setting priorities for deciding which goals or actions are more worthwhile and which ones are less important. Knowing family values helps the members of a family establish goals, make the necessary decisions and take the needed actions to meet their goals. The values of individual family members form the basis for the values of the family group, even though some individual differences and conflicts may have to be resolved. A decision-maker also must know something about the environment its opportunities, its limitations and the possibilities for change. If you have only one possible alternative (or do not perceive more than one course of action), you are not making a decision (Fang, 2019). However, even in this limited choice situation, if you have the choice of taking action or not taking action, decision-making is involved. Although many decisions are made largely by habit, others involve weighing two or more alternatives. One way to explore decision-making is to look at individual and group decisions their differences and their similarities. While many decisions are primarily a personal or individual concern, others involve the whole family, club or group, the community and the broader society. Group members accept decisions more readily and carry them out more efficiently when they have been involved in the decision-making process.

Measures of Corporate Resilience

Resourcefulness

“In order to withstand social, economic, or environmental obstacles, a degree of resourcefulness is needed by organisations. Resourcefulness refers to organisations’ capacities to access material and non-material resources. Resourcefulness, a relatively new and promising concept, has gained attention through its relationship with resilience, which has been defined as the quality of being able to adapt to challenges or stability of a system against interference. Despite its rising popularity, resilience remains a contested concept with multiple meanings. In tracing the origin of the term resilience, Walker and Cooper (2011) critique its more recent use in complex systems theory. While resilience was seen as a logical step towards adaptive capacities in ecological domains (Holling 2009), complex adaptive systems do not necessarily have the same flexibility when applied to market logics, and could potentially result in neoliberal operations.

Resourcefulness could, arguably, be compared with a number of terms, such as civic engagement, collective efficacy, or social cohesion. It has been suggested that resourcefulness is a novel practice and place-based approach and that place-based practices of resourceful communities can potentially result in social innovation (Horlings 2017). The concept is also essential when considering solutions to climate change. Horlings stresses the importance of situating resourcefulness processes in a physical space, as the concept endorses a place-based nature. Investigating resourcefulness in terms of community environmental practices drives a context-specific dialogue. What is lacking from such a discourse, however, is empirical work documenting resourcefulness processes, and how the concept is materialised in differing contexts a gap this research will address. In other to remain resourceful, the organization needs to be learned.

Management Capacity Development and Cooperate Resourcefulness

The resource base approach contends that the “organization can remain resilient and develop a sustained competitive advantage only if its activities create value in a unique way through its management capacity development activities, on that competitors cannot easily copy or outshine. The human capital cannot be easily copied once they acquire the expertise and the necessary skills and knowledge in their workplace. Gallup reports 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%), (available through www.gallup.com), all these are gateway to resourcefulness. A Watson Wyatt Worldwide study found that the practice of maintaining a collegial, flexible workplace is associated with the second-largest increase in shareholder value (nine percent), suggesting that managers capacity development is directly related to resourcefulness and financial gain. A 2009 study published in personnel psychology examined whether management operational skill development influence business outcomes.

Findings from the study support the idea that management operational skill development predict the following year’s profitability, and that these aspects have an even stronger correlation on customer satisfaction. Sears used an employee-customer-profit chain Sears using an employee-customer -profit chain found that a five percent increase in management operational skill development drives a 1.3% in customer satisfaction, which results in 0.5% increase in revenue growth. Professionals and academics have long asserted that the way in which an organization manages people can influence its performance (Delaney, 2018). In particular, employee participation and empowerment, job redesign including based production systems, extensive employee training and development at workplace, and performance contingent incentive compensation, are widely believed to improve the performance of organizations. Organizations can adopt various HRM practices to enhance employee skills. First, efforts are on improving the quality of the individuals hired, or on raising the skills and abilities of current employees, or both. This can be done by providing comprehensive training on the job and development activities after selection (Katz, 2010).

Considerable evidence suggests that investments in management capacity development produce beneficial organizational outcomes. The organizations must therefore be concerned about inadequacies of their employees and be committed to educating and training employees at their workplace to enhance

their skills, perspectives, and competencies. The effectiveness of skilled employees can be limited if they are not motivated to perform their jobs. The organizations can implement merit pay or incentive compensation systems that provide rewards to employees for meeting specific goals.

Statement of the problem

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. In the private security firms especially in the South-South region, management practices has suffered serious setbacks. 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. Similarly, the management of these companies has often come under heavy criticism for poor organization, service failures, poor service delivery time, unreliable services to the public, lack of planning, indiscipline, red tape and secrecy, insensitivity, rigidity and over centralization, apathy, incompetence, corruption and favouritism, rudeness and high-handedness, laziness, truancy and malingering etc. consequently this is particularly caused by the poor capacity development among these managers which this study is trying to address.

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 Perceived Influence of Management conceptual skills development on Corporate Resilience of Security Companies in South-South region of Nigeria. The specific objectives of the study will be to:

1. To determine the extent to which conceptual skill development enhance resourcefulness in security companies in South-South region of Nigeria
2. To determine the extent to which conceptual skill development enhance adaptive ability in security companies in South-South region of Nigeria
3. To find out the extent to which conceptual skill development enhance dynamic capabilities in in security companies in South-South region of Nigeria

Research Questions

The following research questions guided the study:

1. To what extent does conceptual skill development enhances resourcefulness in security companies in South-South region of Nigeria?
2. To what extent does conceptual skill development enhances adaptive ability in security companies in South-South region of Nigeria?
3. To what extent does conceptual skill development enhances dynamic capabilities in security companies in South-South region of Nigeria?

Research Hypotheses

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

H₀₁: there is no significant difference on the extent conceptual skill development enhances resourcefulness in security companies in South-South region of Nigeria

H₀₂: there is no significant difference on the extent conceptual skill development enhances adaptive ability in security companies in South-South region of Nigeria

H₀₃: there is no significant difference on the extent conceptual skill development enhances dynamic capabilities in security companies 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 the extent conceptual skill development enhances resourcefulness in security companies in South-South region of Nigeria

SN	ITEMS	VHE	HE	LE	VLE	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
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 1 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.

Table 2: Responses on the extent conceptual skill development enhances adaptive ability in security companies in South-South region of Nigeria

SN	ITEMS	VHE	HE	LE	VLE	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%)	-(0.0%)	3.6	0.61
5	Motivation increases employee satisfaction and productivity	60(78.9%)	10(13.2%)	6(7.9%)	-(0.0%)	3.7	0.60
Grand Mean						3.65	0.63

Source: Research Survey Data, 2023

Table 2 reveals the number of Responses 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.

Table 3: Responses on the extent conceptual skill development enhances dynamic capabilities in security companies in South-South region of Nigeria

S/N	ITEMS	VHE	HE	LE	VLE	\bar{X}	S.D
1	My organization can become resourceful through the development of requisite management skills	44(57.9%)	29(38.0.9%)	3(3.9%)	0(0.0%)	3.5	0.57
2	Resourcefulness in my firm improved as a result of corporate resilience	35(46.1%)	39(57.3%)	1(1.9%)	1(1.9%)	3.4	0.59
3	My organization can be said to be resourceful if output is increased	48(63.2%)	21(27.6%)	5(6.6%)	2(2.6%)	3.5	0.73
4	Resourcefulness is a means to measure organizational performance of my firm	42(54.6%)	28(36.4%)	5(6.6%)	1(1.9%)	3.5	0.68
Grand Mean						3.48	0.64

Source: Research Survey Data, 2023

Table 3 reveals the number of Responses recorded in each particular item in on resourcefulness as a variable of corporate resilience 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.

Bivariate Analyses

Hypothesis One

H01: There is no significant difference on the extent conceptual skill development enhances resourcefulness in security companies in South-South region of Nigeria.

Table 4: Correction between conceptual skill development and resourcefulness

		CDS	R
CDS	Pearson Correlation	1	.243
	Sig. (2-tailed)		.002
	N	76	76
R	Pearson Correlation	.243	1
	Sig. (2-tailed)	.002	
	N	76	76

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

From table 4, the probability value is .002, 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, is accepted. Thus, there is a significant relationship between conceptual skill development and resourcefulness in private security firms in South-South region of Nigeria. A correlation value of 0.243, shows that the enhancement level of conceptual skill development on resourcefulness in private security firms in South-South region of Nigeria is weak

Hypothesis Two

Ho2: There is no significant difference on the extent conceptual skill development enhances adaptive ability in security companies in South-South region of Nigeria

Table 5: Correction between conceptual skills development and adaptive capacity

		CDS	AC
CDS	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 (2tailed).

From table 2, 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, is accepted. Thus, there is a significant relationship between conceptual skill development and adaptive ability in private security firms in South-South region of Nigeria. A correlation value of 0.412 shows that conceptual skills development enhance adaptive capacity in private security firms in south-south of Nigeria at a high extent

Hypothesis Three

Ho3: There is no significant difference on the extent conceptual skill development enhances dynamic capabilities in security companies in South-South region of Nigeria.

Table 6 correlation between conceptual skill development and dynamic capabilities

		CDS	DC
CDS	Pearson Correlation	1	.770
	Sig. (2-tailed)		.000
	N	76	76
DC	Pearson Correlation	.770	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 greater 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 a significant relationship between conceptual skills development and Dynamic capabilities in private security firms in South-South region of Nigeria. A correlation value of 0.770 shows that conceptual skills development enhances Dynamic capabilities in private security firms in South-South region of Nigeria, at a very high extent

Discussion of Findings

The extent conceptual skill development enhances resourcefulness

From table 1, the null hypothesis was accepted thus. Therefore, there is no significant relationship between conceptual skill development and organizational resourcefulness in private security firms in South-South region of Nigeria. In contrary to Watson Wyatt Worldwide study who found that the practice of maintaining a collegial, flexible workplace is associated with the second-largest increase in shareholder value (nine percent), suggesting that managers capacity development is directly related to resourcefulness and financial gain. A 2009 study published in personnel psychology examined whether management operational skill development influence business outcomes. Findings from the study support the idea that management operational skill development predict the following year's profitability, and that these aspects have an even stronger correlation on customer satisfaction (Daniel, 2019).

The extent conceptual skill development enhances adaptive ability

From table 2, the null hypothesis was rejected thus, the alternate hypothesis was accepted. Therefore, there is a significant relationship between conceptual management and organizational adaptability in private security firms in South-South region of Nigeria. This is in line Folke, (2013) who 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.

The extent conceptual skill development enhances dynamic capabilities

From table 3, the null hypothesis was accepted thus, the alternate hypothesis was rejected. Therefore, there is no significant relationship between conceptual skill management and dynamic ability in private security firms in South-South region of Nigeria. This is contrary to Teece (2011) who opined 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.

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. 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
2. 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
3. Resourcefulness is a means to measure organizational performance as the organization can become resourceful through the development of requisite management skills; therefore, managers should concentrate on building the skills that will enhance resourcefulness.

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