

MANPOWER TRAINING AND AMBIDEXTERITY OF UNIVERSITIES IN RIVERS STATE, NIGERIA

¹Dr. Florence O. Iroanwusi and ²Godwin Olai Ph.D. MNIM, MCAI
¹Department of Employment and Human Resource Management, ²Department of Management, ^{1&2}Faculty of Management Sciences IAUE, PHC

Email; florenceokoh16@gmail.com, olai.godwin@iaue.edu.ng, olaimbas@gmail.com

ABSTRACT

This study investigated the relationship between manpower training and ambidexterity of universities in Rivers State. Participants for the study comprised 179 senior staff of three tertiary institutions – University of Port Harcourt, Rivers State University and Ignatius Ajuru University of Education. The research design for the study was the cross-sectional survey and the methodology was the triangulation methodology. Data was generated using semi-structured questionnaire. The Spearman's rank order correlation coefficient was used in the test for the bivariate hypothesis of the study. Hence, all bivariate hypothetical statements were rejected. The study therefore concluded that manpower training can help organizations to effectively build up their human resource competencies and thus strengthen the capacity for institutions to pursue various goals simultaneously, exploit existing competency levels within the institution, and also drive the exploration of innovation and other opportunities by the institutions. It was therefore recommended that the human resources development of universities should begin with identifying the actual challenges and experience of each context and the required skills, functions and behaviour required for effectively addressing these challenges. Organizations should therefore specify the ways and forms in which their workers can be developed to meet with the requirements of goal simultaneity, competence exploitation and innovation exploration.

Keywords: Manpower Training, Ambidexterity, Human Resource Development

INTRODUCTION

On the equal time, it's been observed that the poor adaption of education models and packages to actual contextual demanding situations or problems ought to lessen the overall wellness and performance of the corporation and make it hard for an enterprise to apply know-how in the firm (Koch & Mcgrath 1996; Raisch & Von Krogh, 2007). Research on ambidexterity could advantage from those and similar findings within the human resource development area so that you can develop its units of practices and solutions. Lamentably, studies on this context has predominantly focused on non-human resources, in particular that which addresses the evidences of systems, generation and infrastructure (Anderson 1992; Gibson & Birkinshaw, 2004; Jansen et al, 2009). For this reason, creativity and innovativeness on the character level isn't understood as an option or thing which may be developed to a kingdom that drives the agencies usual capacities and ambidexterity (Parjanen, 2012). That is additionally wherein the subculture of the corporation may also provide or hinder investments or awareness on growing creativity or innovativeness inside the organization.

For schooling, the training and development of employees have all been mentioned as cultivating creativity in businesses, simply as decentralized decision-making, low hierarchical degrees, and diversely professional participants, have been known to assist and encourage openness to new thoughts and innovativeness (Parjanen 2012). As earlier noted, there paucity of studies content at the hyperlink between human aid development and ambidexterity. Even as preceding studies have focused on the structural technique toward ambidexterity (Gibson & Birkinshaw, 2004; Jansen et al, 2009), the attempts on the contextual technique have targeted rather on the purchase of outside know-how and the assimilation of such in enhancing both exploitative and explorative organizational features, with maximum studies emphasizing extra on absorptive ability (Mum et al,

2007; Raisch & Birkinshaw, 2008; Raisch et al, 2009). This examine departs from preceding positions as it tries to analyze the relationship among human resource improvement and ambidexterity. The examiner will also study the possible moderating function of both adaptive and participative organizational subculture on the connection between the variables. The context of interest in this examine is government owned and universities in rivers country.

Manpower Training

Whawo (2013) explains that no matter the approach of training that group of workers have interaction in, the significance is to improve their teaching abilities and use of teaching aids, evolve modern-day strategies of evaluating college students and in particular, cause them to have a deeper know-how in their coaching topics. Equally essential is the team work amongst body of workers, improvement of self-confidence in school management and effective school room control. Additionally, that the education activities equip the trainees to make contributions greater meaningfully to the realization of instructional goals within the college and within the know-how of ways the socio-financial and cultural values of the society have an impact on school work. But, the training tactics of human resources improvement are different and the certificates acquired are similarly exclusive.

Beardwell and Holden (1993) argue that the recognition of the importance of training in current years has been closely motivated by means of the intensification of opposition and the relative success of businesses wherein investment in worker development is considerably emphasised. The motive of training is commonly to get higher know-how and abilities, and to trade attitudes. It's miles one of the maximum vital capacity motivators that could result in many possible blessings for each people and the business enterprise. Alternate of era calls for that personnel gather the knowledge, skills and skills needed to cope with new tactics and production techniques

Nadler (1984) noted that everyone the human aid improvement sports are supposed to both improve performance on the existing job of the character, teach new competencies for brand spanking new process or new role in the destiny and general growth for both individuals and organization in order to be capable of meet company's present day and future goals. There are broadly two one-of-a-kind strategies that businesses may pick out from for training and developing skills of its personnel. These are on-the-task training given to organizational employees while carrying out their regular paintings at the same running venues and stale-the-job schooling involves taking personnel far from their ordinary paintings environments and therefore all concentration is unnoticed to the education.

Examples of the on-the-task training encompass but are not confined to task rotations and transfers, training and/or mentoring. Then again, off-the-task schooling examples consist of conferences, position gambling, and plenty of greater as explained below in element. Armstrong (1995) argues that on-the-process education may additionally consist of teaching or education by means of more experienced human beings or trainers at the desk or at the bench.

Manpower Schooling and Ambidexterity

Manpower Schooling is one of the critical equipment that help to enhance powerful organizational overall performance and on the identical time enables to promote the steadiness index of the corporation. It's miles very critical for the corporation to exert greater efforts and invest a good deal in manpower education if it desires to acquire its targets within the maximum budget friendly way. Shaw (2011) described manpower training as a process that offers personnel with abilities, information and understanding of the corporation and its goals. Manpower education is a systematic system, which allows humans to discover ways to be greater effective at paintings by modifying understanding, skills or attitudes thru getting to know experience to acquire effective effects together with trade, innovation and know-how development (Buckley & Caple, 2000).

Manpower education is very crucial in achieving the goals of the company by way of continuing to view the interest of personnel and company (Stone, 2002). Advanced capabilities, knowledge and

abilities of the talented staff were proved to be the primary source of competitive advantage in a global market (Mckinsey, 2006). Yet nevertheless, little has been performed on the relationship among manpower training and ambidexterity with regards to universities in rivers country.

Assets development. As human useful resource improvement is accountable for spotting the competitive benefits in organizational tradition, an business enterprise also can differentiate itself from its competition by means of attracting many awesome applicants and by means of selling itself as the nice corporation (Earl, 2002). 2. 6. 1 human useful resource improvement, ambidexterity and adaptive lifestyle

METHODOLOGY

Research design

The study adopted cross sectional research design

Population

This look at adopted the census method which considers every member of the study given the size of the populace. Therefore this examine addressed the complete 193 key essential officials, deans and heads of departments from the 3 government owned degree-awarding universities in rivers state.

Data Tool

This examine applied both primary and secondary statistics. Given the selection of semi-based questionnaire, this take a look at adopted a qualitative sampling benchmark of fifty respondents close to saturation.

Data analyses techniques

The analysis of the quantitative data for this have a look at constituted of both descriptive and inferential statistical analysis, and as such the strategies to be adopted are stated as follows: frequencies and percent statistical techniques.

Spearman’s rank order correlation coefficient: this device turned into utilized in testing the bivariate relationships between the scale of human resource development and the measures of ambidexterity at a 0. 05 stage of significance.

The hypotheses examined on this section is that which addresses the relationship among manpower education and ambidexterity. The analysis in this segment tested the extent to which manpower education – the second dimension of human aid development, affects on measures such as intention simultaneity, competence exploitation and innovation exploration. The result from the evaluation also serves to answer the associated research questions of the equal nature. The hypotheses are as follows

Ho1: there's no huge relationship among manpower schooling and intention simultaneity in universities in rivers kingdom

Ho2: there may be no significant courting between manpower training and competence exploitation of universities in rivers country

Ho3 there may be no big dating among manpower training and innovation exploration of universities in rivers country

Hypotheses for Manpower training and Ambidexterity

	educate aim	make the most	discover			
spearman's rho	teach	correlation coefficient	1. 000	. 677**	. 432**	. 412**
	sig. (2-tailed)	.	. 000	. 000	. 000	
	n	179	179	179	179	
goal	correlation coefficient	. 677**	1. 000	. 379**	. 492**	
	sig. (2-tailed)	. 000	.	. 000	. 000	
	n	179	179	179	179	
exploit	correlation coefficient	. 432**	. 379**	1. 000	. 720**	

sig. (2-tailed)	.000	.000	.	.000					
n	179	179	179	179					
discover	correlation coefficient				.412**	.492**	.720**	1.000	
sig. (2-tailed)	.000	.000	.000	.N	179	179	179	179	

source: survey results, 2019

The table above illustrates the relationship between manpower schooling and the measures of ambidexterity. The evidence from the check suggests that manpower education does considerably contribute towards goal simultaneity inside the universities of the look at (in which $r = \text{zero. } 677$ and $p = 0.000$). The result additionally indicates that manpower schooling also influences competence exploitation (where $r = \text{zero. } 432$ and $p = \text{zero. } 000$) and that manpower training drastically contributes toward the manifestations of innovation exploration (in which $r = 0.412$ and $p = \text{zero. } 000$). The placement of manpower schooling is discovered to seriously make contributions closer to the ambidexterity of universities in rivers country. The location of manpower education is determined to have a enormous impact at the extent to which universities are capable of have interaction in two or greater dreams simultaneously, their ability to take advantage of and capitalize on their competence and also discover their innovation skills. On this way, all preceding null hypothetical statements on the connection among manpower training and the measures of ambidexterity are rejected as the outcomes display:

- i. There is a sizable relationship among manpower training and aim simultaneity of universities in rivers state
- ii. There is a great dating among manpower schooling and competence exploitation of universities in rivers country
- iii. There's a huge dating between manpower schooling and innovation exploration of universities in rivers country

Manpower Education contributes significantly toward Ambidexterity of Universities in Rivers Country

The evidence on the connection between manpower education and ambidexterity exhibits the relationship among the variables to be giant, as a result all stated null hypothetical statements were therefore rejected. This is as manpower schooling is considered as the technique of enhancing the existing skills, information, publicity, and competencies in an character. Consistent with saleem and mehwish (2011) schooling is an prepared growth from the knowledge skills and sensations wished for staff contributors to execute correctly within the offered procedure, in addition to, to operate in underling state of affairs. Moreover, it additionally enhances the abilities of panel of personnel in very effective manner through motivating them and remodeling them in to well prepare and properly-mannered, that ultimately impacts the behaviour and innovativeness of agency.

Laing (2009) identifies manpower education as a trademark to decorate advanced capabilities, expertise, talents and outlook of the personnel that results in powerful performance of the employees. But, he adds one issue greater that it (education) extends the production of the agency. This corroborates the placement of Massod (2010) and Khanfar (2011) who argued that education is an energetic approach to allow person to utilize his capability and his capacity functionality. Schooling is most effective considered while people of an corporation seeking out advertising of rank. A few personnel prefer education to enhance expert competencies that assist them to paintings greater effectively. Expert training complements knowledge then otherwise (Kennedy, 2009).

Teacher education in universities is very essential for improvement of pupil's understanding and studying. Schooling is the backbone of any society, in particular that of growing contexts consisting of Nigeria. Institutions invests within the training of their teachers or lecturers by developing the teachers' prospective in education methodologies and ways of make sure maximum outcomes through the machine. Those establishments are constantly including to broaden the instructor's abilities at essential degree (Shah and Rehana, 2011). Absolutely true

first-class people connected with education may be without delay related to the development of the institution's potential for innovative research and stepped forward capability of the organization (Shah and Rehana, 2011).

Olaniyan and Ojo (2008) become aware of the manpower education is essential as it increase productiveness, improves the best excellent of work; increases talents, expertise, develop the attitude; decorate using equipment, reduces waste, mishaps, turnover, lateness, absenteeism and additionally other overhead fees, eradicates obsolete in understanding, technology, strategies, gadgets, capital management and so forth. It brings incumbents to that level of effectiveness which needs the performance with the job; enhance your implementation of emblem-new rules and rules; prepares people for achievement, improves the personnel' boom and guarantees survival and increase of the business enterprise.

Bowra et al. (2011) has found successful agencies tend to be gradually understanding that there are quantity of things which make contributions to overall performance of organisation however human resource is certainly the maximum crucial one. In line with Tharenou, Alan and Celia (2007) the aim of manpower training is to beautify the agency degree of capability. It additionally demands a power on worker's overall performance, in addition to on the subject of organizational innovativeness. Aguinis and kraiger (2009) stated that manpower training improves the overall enterprise behaviour in phrases of exchange receptivity, effectiveness, productiveness, and innovativeness and different consequences that are directly associated with the training in improving the best of services.

Thang and Drik (2008) argued that the achievement of corporation is decided through human assets, and the extent to which it is satisfactorily evolved. Olaniyan and lucas (2008) consider that manpower training complements the personnel' capability to make a contribution the most appropriate overall performance of the organisation. Consistent with Brum (2007) training is probably the hardest approach to enhance employee's determination closer to the employer outcomes. Khanfar's (2011) view substantiates Brum's (2007) claim regarding employee behaviour and competence this is provided by means of education. Akhtar et al. (2011) found that training has an constructive affiliation among motivations along side process engagement regarding employees doing paintings in corporations.

Muzaffar et al. (2012) indicates that, to growth the worker's innovativeness and productiveness, it's miles essential to encourage the employees by pleasing the distance in among capabilities vital and the owned or operated by using personnel via delivering relevant training. Manu (2004) targeted on the significance of skillful workers this is very vital for the development of the corporation. Batool and bariha (2012) investigated that personnel increase their experience of self-self assurance, dignity, self confidence as well as well being when they locate themselves to be a treasured asset to the businesses. Those elements provide them with a feel of pride primarily based on their done corporation desires and preserve to encourage them to attempt towards the enhancement of the company to add price in its consequences. In keeping with Abbas and sara (2009), manpower education can be considered a essential movement related to an organization that imbues employees with the know-how intended for higher effectiveness that may be analysed thru the company overall performance.

Hameed and ahmed (2011) outlined the human useful resource as a key element of the organization. Achievement or failure of each company depends at the behaviour and improvement of the human assets of the agency. Manpower training ultimately impacts organizational effects, inside the case of this look at, its level of ambidexterity. Saleem and mehwish (2011) recommend that manpower schooling is foremost interest of human resources development. On this competitive international, schooling is the important thing strategy to achieve the organizational objectives. Schooling benefits employees' performance and ambidexterity. Appealing employee's performance is especially annoying in this competitive international for accomplishing the ambidexterity.

Niazi (2011) stated in his observe that schooling is beneficial for both worker and agency. Skilled worker can face the modern and future demanding situations of business enterprise and achieve the competitive benefits. Aldamoe et al. (2012) stated in his look at said that relatively skilful and knowledgeable personnel may be very essential for the development of the corporation. Training will increase the productivity of worker, improves the services of the worker and brings the fantastic exchange inside the business enterprise. Training gives the outcome within the form of exact and intangible. In line with Barzegar and Shahroz (2011), the maximum crucial effect of schooling on employees and company overall performance is enhance the great and quantity of agency's output, increase in the business enterprise's behaviour, safeguarding the enterprise stability, minimizing the risk, decrease the organisation fee and charges, improving the management of the organization and setting up the enterprise as a country wide and worldwide entity.

Education ought to be related to the mission and ambidexterity desires of agency. Singh and Madhumita (2012) agree with that schooling is an vital approach to exploiting the employees abilities and riding their progressive capacities which in the long run influences the employer stage of aim attainment and effectiveness. This is as Okanya (2008) noted that schooling at once influences at the human resource outcomes and places indirect effect on the behaviour and results of the organization. Muzffer et al (2012) opined that the trained employee is an crucial asset for the enterprise. Trained employee achieves the long-time period goals which are valuable for the company's success. That is as education improves the interpersonal capabilities of employee. Training continues the capability of each employees and business enterprise. Schooling available to personnel to meet the desires of both the organisation and the employee so that it will build and preserve a work force of skilled and efficient employees.

CONCLUSIONS

This study specified that human useful resource improvement is essential and contributes drastically closer to ambidexterity of universities in rivers state. The location of this study gives an expertise of the consequences of adopting and engaging in manpower education and the significance of those practices for effects together with aim of ambidexterity. In this vein, the look at concludes as follows:

i. The practice of manpower training can help businesses to efficiently increase their human aid skills and for that reason beef up the capacity for establishments to pursue various dreams simultaneously, exploit present competency degrees within the organization, and also power the exploration of innovation and different possibilities through the establishments

RECOMMENDATIONS

The observe identifies manpower training as a sizable predictor of ambidexterity of universities in rivers nation. As such the following recommendations are stated consistent with addressing the manpower training improvement functions of these establishments in view enhancing the purpose simultaneity, competency exploitation and innovation exploration of the colleges:

i. The education of manpower within the universities should begin with identifying the actual challenges and experience of every context and the specified abilities, capabilities and behavior required for efficaciously addressing these demanding situations. Corporations have to consequently specify the approaches and forms wherein their workers may be advanced to satisfy with the necessities of purpose simultaneity, competence exploitation and innovation exploration

ii. The schooling of the employee inside the universities ought to be based at the improvement of content material which gives current and applicable know-how to the ambidexterity desires of the corporation. On this way, worker education should consequently serve to bridge the space among information or learning and the utility of such inside unique context given the designated specification of what is required and tenable in the training of the personnel of the institutions

REFERENCES

- Anderson, J.V. (1992). Weirder than fiction: The reality and myths of creativity. *The Executive* 6 (4), 40–47.
- Armstrong, M.(1996).*A handbook on personnel management practice*, 5th ed. London: Edward Publishing.
- Beardwell, I. & Holden, L (2001). *Human resource management. A contemporary approach* 3rd Edition, London, Prentice Hall
- Earl, L.M. (2003). *Assessment as learning*: Thousand Oaks, CA: Corwin
- Jansen, J., Tempelaar, M. P., Van den Bosch, F. A. &Volberda, H. W. (2009). Structural differentiation and ambidexterity: The mediating role of integration mechanisms. *Organization Science*, 20(4), 797–811
- Koch, M.J., & Rita G.M. (1996). Improving labour productivity: Human resource management policies do matter. *Strategic Management Journal* 17(5), 335–354.
- Kotter, J.P., & Heskett, J.L. (1992). *Corporate culture and performance*. New York: Free Press.
- Mom, Tom JM, Frans AJ Van Den Bosch, & Henk W. Volberda. (2007). Investigating managers exploration and exploitation activities: The influence of top-down, bottom-up, and horizontal knowledge inflows, *Journal of Management Studies* 44 (6), 910–931.
- Raisch, S. & Birkinshaw, J. (2008). Ambidexterity: Antecedents outcomes and moderators. *Journal of Management*, 34(3),275–409.
- Ross, J.W., Mathis Beath, C., &Goodhue, D., (1996). Develop long-term competitiveness through IT assets,*Sloan Management Review Fall*, 4(11), 31–42.
- Rowden, R. W., &Conine Jr. C. T. (2003). The relationship between workplace learning and job satisfaction in US small commercial banks. *AHRD 2003 Conference Proceeding*, 1, 451-466.
- Stone R (2002).*Human resource management*, 4th ed. Milton, QLD: John Wiley & Sons Australia Ltd.