

MANAGEMENT DEVELOPMENT AND CONTINUOUS PRODUCTIVITY OF BAKERIES IN RIVERS STATE

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ABSTRACT

This study examines the relationship between Management Development and Continuous Productivity of bakeries in Rivers State. This study adopted Cross-sectional survey research design. The population of the study consisted 380 respondents from the bakeries in Port Harcourt. The study adopted simple random sampling technique. The structured questionnaire was used for data collection for this study. Descriptive tools such as the mean and standard deviation were used in assessing the univariate distributions for the three variables. The inferential statistical tool, the Spearman's rank order correlation coefficient (Rho), was used in the test for the bivariate hypotheses of the study, while the partial correlation technique was used in the test for the multivariate hypotheses of the study using SPSS version 22. The study revealed that there is a significant relationship between management development and productivity of bakeries in Rivers State, The study concluded that there is a positive relationship between succession planning and organizational survival of bakeries in Rivers State. The study recommended among others that bakeries should implement formal mentoring programs to transfer knowledge and improve employee skills, thereby enhancing both production and financial stability.

Keywords: Management Development, Mentoring, Continuous Productivity, Organisational Survival.

INTRODUCTION

Management development is a cornerstone of succession planning and is essential for preparing future leaders to navigate the complexities of organizational operations. Effective management development programs focus on equipping potential leaders with the necessary skills and competencies to handle leadership roles effectively, including strategic thinking, team management, and decision-making. Research has discovered that organizations that invest in management development programs report improved leadership performance, increased employee engagement, and enhanced organizational adaptability (Day, 2019). For bakeries in Rivers State, management development is particularly important as it ensures that the next generation of leaders is prepared to handle operational challenges, such as market fluctuations, production inefficiencies, and workforce management.

Moreover, management development fosters a culture of continuous improvement and innovation. Employees who undergo leadership training are more likely to think critically about organizational processes and contribute to strategic initiatives aimed at improving efficiency and productivity (Aguinis & Kraiger, 2009). In bakeries, this could translate to better management of production lines, improved quality control processes, and more effective customer service strategies. Investing in management development not only strengthens the internal leadership pipeline but also drives organizational success by fostering a workforce that is equipped to lead with vision and purpose. Continuous production is a critical element of operational success in bakeries, ensuring that products are consistently available to meet customer demand. In a highly competitive industry like baking, organizations must focus on optimizing production processes to maintain efficiency, reduce waste, and ensure timely delivery of goods. Research has discovered that organizations prioritizing continuous production practices experience higher operational efficiency, improved customer satisfaction, and increased profitability (Kumar et al., 2020). For bakeries in Rivers State, continuous

production ensures that products such as bread, pastries, and other baked goods are always available, preventing stockouts and customer dissatisfaction.

Hypothesis

H₀₁: There is no significant relationship between management development and continuous production of bakeries operating in Rivers State.

Management Development

Management development is concerned with improving the performance of managers in their present roles and preparing them to take on greater responsibilities in the future. Mumford and Gold (2004) described management development as an attempt to improve managerial effectiveness through a learning process. Mabey and Thompson (2000) affirms that management development covers a wide range of activities such as self-development through improving communication and presentation, and specific skills in managing office information and performance appraisals; financial management, managing other people; and managing in different cultures. According to Bateman and Snell (2011), organization development is a system wide application of behavioural science knowledge to develop, improve, and reinforce the strategies, structures, and processes that lead to organization effectiveness.

Similarly, Robbins, Judge and Sanghi (2009) view organizational development as a collection of planned change interventions, built on humanistic-democratic values, that seeks to improve organizational effectiveness and employee well-being.

Organizational effectiveness contributes to the analysis and diagnosis of people issues and proposes practical solutions; helps to develop resource capability by ensuring that the business or organization has the skilled, committed and engaged workforce it needs; helps to develop process capability by influencing the design of work systems to make the best use of people; and pursues an added value approach to innovation and service delivery (Armstrong, 2009). Ultimately, succession planning helps increase organizational capability- the capacity of the organization to continuously act and change in pursuit of sustainable competitive advantage. Formal approaches to management development include:

1. development on the job through coaching counseling, monitoring, and feedback by managers on a continuous basis;
2. development through work experience, which includes job rotation, job enlargement, taking part in project teams or task groups, and action learning;
3. formal training by means of internal or external courses
4. Structured self-development by following self-managed learning programme agreed as a personal contract with the manager or a management development adviser these may include guidance, or deliberate extension of knowledge or acquisition of new skills on the job.

In a nutshell, one of the key features of a structured management development system is a succession plan. This is basically a plan for identifying who is currently in post and who is available and qualified to take over in the event of retirement, voluntary leaving, dismissal or sickness. The various methods employed in management development can be placed into three main categories, as follows:

- (a) Management Education: qualification bearing courses run by universities, for example MBA degrees, PhD degrees, and various professional examinations, Such as the Institute of Personnel Management of Nigeria (CIPMN); the level of work is regarded as post experience, and the emphasis is on acquiring knowledge and theory.
- (b) Management Training: Internal and external courses, off-the-job and focusing on acquiring specific knowledge and relevant job skills; some experiential learning via course exercises.
- (c) Experiential Learning: Learning by doing; on-the-job experience usually with guidance from superior or colleague (Cole, 2002).

However, were top management believes in delegation and devolution, then the emphasis in management development in on self-development and on-the-job training. Where management is considered an elite group, then features such as accelerated promotion, graduate trainee programmes etc, tend to predominate. Such systems provide selective support for employee development by concentrating on high-fliers- persons with outstanding potential.

Production

Production is a fundamental aspect of an organization's operations, and its measurement can serve as a proxy for organizational survival (Kotler, 2003). Organizations that are able to maintain or increase production levels are more likely to survive and thrive in the long term (Hannan & Freeman, 1977). Production can be measured in various ways, including output, efficiency, and quality (Cooper & Slagmulder, 2004). Succession planning is critical to ensuring the continuity of production and organizational survival (Rothwell, 2010). Effective succession planning ensures that key positions are filled with competent individuals, reducing the risk of disruption to production (Carter & Greer, 2013). Succession planning also enables organizations to develop internal talent, improving production efficiency and quality (Boudreau & Ramstad, 2005).

Organizational survival is dependent on various factors, including leadership, strategy, and culture (Schein, 2010). Succession planning is critical to ensuring leadership continuity, which is essential for organizational survival (Kesner & Sebora, 1994). Effective succession planning also enables organizations to adapt to changing environments, improving their chances of survival (Boeker, 1997).

Production is a critical measure of organizational survival, and succession planning plays a vital role in ensuring the continuity of production. Effective succession planning enables organizations to develop internal talent, improve production efficiency and quality, and adapt to changing environments, ultimately improving their chances of survival. Further research is needed to explore the relationship between succession planning, production, and organizational survival.

Organizational survival is a critical aspect of business continuity and long-term success, with production often serving as a key measure of an organization's ability to sustain itself. Production, defined as the process of creating goods or services, is fundamentally tied to an organization's revenue generation, customer satisfaction, and market competitiveness. In the context of succession planning, which focuses on ensuring the continuity of leadership and talent within an organization, production serves as both a dependent variable and a measure of organizational health. This literature review explores the intricate relationship between production, succession planning, and organizational survival, drawing on a wide range of scholarly sources to provide a comprehensive understanding.

Succession planning is widely recognized as a vital strategy for ensuring the long-term survival and success of organizations. As Rothwell (2010) asserts, succession planning is not just about replacing top executives but involves preparing a broad talent pool to fill key roles at all levels of the organization. This proactive approach helps mitigate risks associated with leadership voids, which can lead to disruptions in production and operational inefficiencies (Garman & Glawe, 2004).

Organizations that neglect succession planning often face significant challenges, including a lack of preparedness for unexpected leadership transitions. Such scenarios can have a direct impact on production, as new leaders may struggle to make timely decisions, maintain strategic direction, or motivate teams, all of which are crucial for sustaining production levels and quality (Rothwell, 2010). Therefore, succession planning is essential not only for leadership continuity but also for maintaining the operational stability necessary for organizational survival.

Empirical Review

Nicholas (2012) looked on the relationship between people management methods, succession planning, and corporate strategy in Kenyan commercial banks. A survey of all banks was conducted by the study team. The research discovered that the companies under investigation have used talent

management strategies as part of their growth plan. As a result, personnel management, including succession planning, has been determined to be important in ensuring long-term company continuity. According to the research, succession planning, personnel management, and business strategy are all linked.

Eshiteti (2013) investigated how succession planning programs in Kenyan sugar companies influenced staff retention and performance. Employee retention and performance are positively impacted by succession planning initiatives, according to the study. This is due to the fact that it improves employee growth possibilities as well as job happiness, resulting in increased organizational survival. A range of efforts, such as mentorship, work rotation, learning, and coaching, were used to make this possible. As a result of various internal organizational tactics being applied, employee satisfaction at work encourages individuals to perform better since they are able to fully utilize their potential.

Ali (2014) looked into the impact of succession planning on organizational survival in Pakistani commercial banks. The goal of this study was to see if there was any empirical evidence of a link between succession planning and organizational survival in Pakistani commercial banks. This study utilized a survey to examine a conceptual model in Pakistani commercial banks that integrates succession planning, performance evaluation, and staff performance. A quantitative method entailed gathering empirical information in order to comprehend the influence of research predictors on criteria. Respondents' responses were measured using five-point Likert ratings. The questionnaires were completed by 127 banking professionals, with an 85 percent response rate. To see if predictors had an effect on the criterion variable, two hypotheses were explored. ANOVA Table shows a well-fitting model. There was a clear correlation between succession planning, performance review, and organizational survival, according to the data.

Mundia and Iravo (2014) investigated Role of Mentoring Programs on the Organizational survival in Organisations, the study highlights that the mentoring program is an important employee development method practiced in successful organizations. The ability of mentors either informally or formally to implement the mentoring program activities may lead to higher employee's performance, stratified random sampling was used to select the subjects included in the sample. The data was analysed qualitatively and quantitatively by use of descriptive and inferential statistics to measure the formulated objectives so as to establish the relationship between the independent and dependent variables. The study established that mentorship programs play an important role in organizational survival and are enhanced through knowledge transfer, career development guidance and skills enhancement in mentoring.

Robinson (2017) study explored how a succession planning program contributes to knowledge transfer and development of expertise for business continuity and prevents loss of knowledge in the oil-drilling sector in Nigeria. Twenty-four participants from one oil-drilling contractor in Nigeria participated in the study. The conceptual framework was guided by knowledge creation theory, succession planning concepts, and transformational leadership theory. Data collection included semi structured face-to-face interviews supplemented with document review. Data analysis involved a traditional text method where data coder place each piece of data into various categories by hand. This study revealed 4 themes: individual development program, mentoring, on-the-job training, and 360-degree communication. Findings may affect oil-drilling practices by contributing to enhanced succession planning and knowledge transfer initiatives. The implication for positive social change may include the development of individuals for leadership roles and could add to the organization talent bench, and reduce knowledge gaps while ensuring business continuity.

METHODOLOGY

Design of the Study

This study utilized a cross-sectional research design.

Population of the Study

The population of the study was three hundred and eighty (380) staff of the twenty-two (22) selected bakeries in Rivers State. The above information was obtained from the Administrative Offices of the bakeries.

Sample and Sampling Technique

The sample size of the study was one hundred and ninety five (195) respondents. The above sample was obtained using Taro Yamane’s formula.

Instrumentation

The instrument for data collection in the study was a questionnaire.

Method of Data Analysis

The Spearman’s rank order correlation was adopted in testing the hypothesis

H₀₁: There is no significant relationship between management development and continuous production of bakeries operating in Rivers State.

Table 1: Correlation Analysis Showing the relationship between management development and continuous production of bakeries operating in Rivers State.
Correlations

			Management development	Continuous production
Spearman's rho	management development	Correlation Coefficient	1.000	.615**
		Sig. (2-tailed)	.	.000
		N	162	162
	continuous production	Correlation Coefficient	.615**	1.000
		Sig. (2-tailed)	.000	.
		N	162	162

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

Source: Researcher survey data (2024) via SPSS Output V.22

H₀₁: There is no relationship between management development and continuous production of bakeries operating in Rivers State. The result reveals a significant relationship between management development and continuous production of bakeries operating in Rivers State. (where rho = .615, p = 0.000). and based on the decision rule of p < 0.05 for null rejection; we reject the null hypothesis and accept the alternative hypothesis: *That there is a relationship between management development and continuous production of bakeries operating in Rivers State.*

Management Development and Continuous Production

The results of H₀₅ reveal a significant relationship between management development and continuous production of bakeries in Rivers State, with a correlation coefficient (ρ = 0.615) and a p = 0.000. The correlation coefficient of 0.615 indicates a moderate to strong positive relationship, suggesting that as management development efforts increase, the continuous production of bakeries also improves. Since the p-value is significantly below the standard threshold of 0.05, we reject the null hypothesis, which posited that there is no relationship, and accept the alternative hypothesis, confirming that there is a positive and significant relationship between management development and continuous production.

This finding is in line with the work of Ali (2014), who argued that management development and succession planning are essential for enhancing organizational performance, ensuring that companies remain productive by fostering effective leadership and skill development. Ali emphasized

that organizations that invest in developing their management team through training, mentoring, and succession planning are better equipped to maintain operational continuity, improve decision-making processes, and adapt to changing market conditions. In the context of bakeries in Rivers State, this relationship suggests that when bakery managers receive proper training and development, they are more capable of leading their teams effectively, managing production processes, and maintaining consistent output.

Effective management development programs help ensure that leaders are not only proficient in their current roles but also prepared for future challenges. By equipping managers with the necessary skills and leadership capabilities, bakeries can maintain continuous production by optimizing workflows, reducing inefficiencies, and ensuring that employees are aligned with organizational goals. Furthermore, management development enables leaders to implement best practices in operational management, which can lead to better resource allocation, enhanced problem-solving, and improved overall productivity.

The role of succession planning also becomes apparent in this context. A strong succession plan ensures that there is a pipeline of capable leaders ready to take over key management roles when necessary, preventing disruptions in production due to leadership vacancies. By proactively preparing for leadership transitions, bakeries can continue to function smoothly and sustain high levels of production without experiencing significant setbacks or loss of expertise.

CONCLUSION

The study concludes that: Management development significantly influence the continuous production of bakeries in Rivers State. The findings suggest that bakeries that invest in these human resource practices tend to experience improved operational efficiency and financial stability. Succession planning plays a vital role in the survival of bakeries. Effective succession planning ensures continuity by preparing employees for future leadership roles, which ultimately supports the long-term sustainability of the organization.

RECOMMENDATIONS

Based on the study findings, the following recommendations are proposed:

1. Retention strategies, including professional development and employee engagement initiatives, should be prioritized to reduce turnover and ensure continuous production.
2. Bakeries should provide management training programs to prepare employees for leadership roles, ensuring a pool of qualified candidates for succession.
3. It is recommended that bakeries establish clear succession plans to ensure smooth leadership transitions, which will safeguard the survival of the business in the long term.

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