

LEADERSHIP STYLE AS A MODERATOR TO SUCCESSION PLANNING AND ORGANISATIONAL SURVIVAL OF BAKERIES IN RIVERS STATE

Nwambu, Gabriel Chibuzor
Department Of Management, Ignatius Ajuru University of Education
Port Harcourt, Rivers State, Nigeria

Abstract

This study on succession planning and organizational survival examines the relationship between succession planning and organizational survival of bakeries in Rivers State, with leadership style as the moderating variable. 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 leadership style significantly moderates the relationship between succession planning and organizational survival 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: Succession Planning, Organisational Survival, Leadership Style, Management Development

INTRODUCTION

It is imperative to note that employees leave their jobs either voluntary (retirement or pursue new aspirations) or involuntary (relieve of appointment, death). Organizations are therefore, faced with vacancies in leadership or inadequacy or lack of competent and capable successor to fill the vacancies. Organizations are to act now and begin to plan for succession before top managers are ready for retirement (Korn, 2007). Charan, et al. (2001) argue that it is essential for organizations to train successors before the vacancies are created. Manpower planning is argued to be a straightforward and direct concept, which does not deal with individual or any particular employee (Ekamper, 1996). While on the other hand, Succession Planning is a sub-level approach regarding individual employees on an individual basis, should the incumbent vacate his position, which is uncertain and probably indefinite (Harter, 2008; Landeta, et al., 2009). However, it is therefore essential, for organizations to survive, there is need to plan for succession of older (outgoing) employees (Hazarika, 2009). Succession planning is the process that ensures the stability of tenure of personnel. It is perhaps best understood as any effort designed to ensure the continued effective performance of an organization, division, department or workgroup by making provision for the development replacement and long-term retention of talented individuals (Akani, 2015). Management succession planning is the process of assessing and auditing the talent in the organization in order to answer three fundamental questions. First, are there enough potential successors available? Second, are they good enough? Third, do they have the right skills and competences for the future? (Armstrong, 2009). Therefore, securing and retaining skilled employees plays an important role in management

succession plan that would not only focus on those who might be candidates for current positions but also, attempt to plan for possible changes in those positions as well as the promotion and development needs of subordinates (Milkovich & Boundreau, 1988; Obadan, 2013; Akani, 2015; Fapohumda, 2015).

The objective of succession planning is to ensure that the organization is prepared to fill key positions when the incumbents leave for any reason. For employees, succession planning provides useful information about the direction their career is likely to take if they continue to work in the organization. Furthermore, succession planning is based on information about managers gleaned from supply and demand forecasts talent audits and performance and potential reviews. To keep track of their top talent, many organizations maintain a talent pool. A talent pool is a list of employees who have been identified as having high potential for advancement, usually because they are top performers in their current positions. The employees in a talent pool are those whom the organization is especially interested in retaining and developing. Charan, (2001) argues that it is essential for organizations to train successors before the vacancies are created. Ensuring that employees in the talent pool are considered when job openings occur is one tactic for successful long-term staffing of the organization (Wener, et al, 2012; Eshiteti, Okaka, Maragia, Odera, & Akerele, 2013).

Succession planning plays a critical role in ensuring the solvency and long-term survival of businesses, particularly in the bakery industry, which is marked by high competition and operational challenges. Solvency refers to an organization's ability to meet its financial obligations as they become due, maintaining a stable financial position over time (Nwankwo & Eze, 2022). In bakeries, where profit margins are often slim due to rising costs of raw materials and fluctuating consumer demand, the absence of an effective succession plan can exacerbate financial instability. When key personnel leave or retire without a clear plan for replacement, the organization may face operational disruptions, declining productivity, and financial deficits that could threaten its solvency. For bakeries in Rivers State, ensuring a smooth transition of leadership and key roles is essential for maintaining solvency and competitive advantage, as these businesses often rely on unique recipes, specialized skills, and strong customer relationships that can be difficult to replace without prior planning.

Hypothesis

H₀₁: There is no significant moderating impact of leadership in the relationship between succession planning and survival of bakeries operating in Rivers State.

Succession Planning

Succession planning is defined as a process whereby the companies make sure that employees are being recruited and continuously developed to fill the competent key roles in the organization (Armstrong, 2003). It is also defined as the process of identifying successors for key posts and planning of career moves further for the probable successors. Hence, career management is corresponding to the management of succession planning (Armstrong, 2012). In a study, succession planning was defined as the process under which companies recognize and establish internal individuals with the objective to fill the key job positions within the workplace (Casceo, 2006). It is the process where the company makes sure to supply future key job successors in order to manage the career of the workers to cater for the organizational needs and inspirations (Dessler, 2000). Another study defined the process of succession planning management as the process of evaluating the right talent in the workplace with the objective to seek answers for the three main questions relating to need for potential successor to cater organizational prolong needs, need for successor's efficiency and need for the successor's right skills and competency for future necessities of the organization (Armstron,

2012). Two types of succession planning were cited in one of the studies including formal and informal succession plans where the previous manager recognizes his own replacement and the company then assess that individual by means of examining strategic plans and incorporation of promotion from within policy (Baum, 1999).

Succession Planning Practices

According to Berthal (1999), succession planning practices involves having a support system with senior management and involving the line managers in recognizing potential candidate and integrating the succession management plans with the business strategies (Stadler, 2008). In another study, it was identified that succession planning practices must be implemented after recognizing the individual needs and then incorporating it (Aswathappa, 2013). Some of the most common practices identified by previous studies under succession planning include self-development, talent development, diversity management, and job rotation.

It has been founded by one of the scholars that seeking for the preferred replacements comes under the procedure which needs a complex design along with an accurate strategy (Mathur& Agarwal, 2013). It has been further suggested that there must be the three stage model for the companies in terms of categorizing their succession planning and development practices. The first phase over here is recognizing the primary roles for the succession and replacement planning and then identifies the skills and competencies needed to fulfill that role. The second phase involves the evaluation of people under the criterion. The last stage is addressing the talent pool that will help to fill those roles and establish the employees to get into the advance stage of their career. In view of these stages, it has been asserted by other scholars that some other practice scan also be adapted in attaining the succession planning that are adequate enough for the firm (Ramthun & Matkins, 2014). These practices include making the aims clear and demonstrating the needs of the present performance of the employees.

Organizational Survival

Organization survival is successful organizations, which are capable of achieving their objectives and goals and maintain it over a long period of time (Nwosu 2014). The goal of organizational survival underpins all goals (Adewale 2011). Paying attention to this goal contributes to the satisfaction and execution of other organizational goals as Gross (1968) posits the concept of survival as an unwritten law of every organization. He suggests that every organization must regard survival as an absolute prerequisite for serving any interest whatsoever and those that does not have survival as a primary objective or goal should have re-think .The most objective way to measure survival in organizations is to observe their continuing existence (Sheppard 2016). Survival of the organization in a vibrant and competitive business environment depends on how effectively the organizations learn to adapt itself to the environment and capitalize on its resources fully both human and material (Lee 2006 in Akani 2015).

According to Jones and Bartlet (2008), organizational survival and growth are implicit organizational goals requiring the investment of energy and resources. Therefore, the goal of organizational survival underpins all other goals (Gross, 1968). Organization that doesn't have survival as a primary objective or goal should have re-think. Survival of the organization in a vibrant and competitive business environment depends on how effectively the organization learns to adapt itself to the environment and capitalize on its resources fully (Lee, 2006 cited in Akani, 2015). Gross (1968) argues that the concept of survival is an unwritten law of every organization. This suggests that every organization should see survival as an absolute prerequisite for its serving any interest whatsoever. Therefore, long-term survival of organization and not the financial performance should indicate success of the organization. Moreso, organizations attempt to maintain the existing state of affairs, but essentially the larger

part of their efforts is tilted toward survival (Adewale et al., 2011). In the context of this study, organizational survival is seen as a continued existence of an organization especially in a difficult or dangerous condition. Thus, when making decision about higher wage, higher dividend, and decision to invest in growth of the organization needs to come into consideration as the survival of the organization should come first (Michael, 2011; Akani, 2015; Akinyele et al., 2015).

Concept of Leadership Style

Leadership style refers to the approach or method a leader adopts to influence, guide, and motivate followers to achieve organizational goals. It encapsulates the leader's behavior, communication strategies, decision-making processes, and how they interact with their team. Leadership styles can range from autocratic to democratic, laissez-faire, transformational, transactional, and servant leadership, among others, and each has a profound impact on organizational performance, employee satisfaction, and overall productivity (Northouse, 2018). Effective leaders typically adapt their style to suit the specific needs of their organization, employees, and the external environment. In the context of bakeries in Rivers State, Nigeria, selecting an appropriate leadership style can mean the difference between operational success and failure, as leaders must manage day-to-day operations while also ensuring long-term sustainability. Studies have discovered that leadership styles significantly affect not only employee morale and productivity but also the overall operational efficiency of an organization. For example, a transformational leadership style, which emphasizes vision, innovation, and employee empowerment, can lead to higher employee engagement, creativity, and job satisfaction (Bass & Avolio, 1994). On the other hand, an autocratic leadership style, where decisions are made unilaterally without input from subordinates, may lead to high productivity in the short term but can cause employee dissatisfaction and high turnover over time (De Hoogh et al., 2015). Thus, the choice of leadership style must align with the organization's goals, the nature of the workforce, and the prevailing market conditions to ensure both operational efficiency and employee retention.

Leadership Model Succession Theory

There have been many framework and models proposed by researchers related to leadership succession plan.

The Leadership Pipeline Model developed by Charan (2001) examines the development of leaders at every level. According to Charan, the leadership pipeline should be kept "fully primed" at all times to avoid possible shortage of managerial talent in situations where managerial positions are vacant. In this particular model, emphasis is given to the aspect of "climbing the corporate ladder", where aspiring executives have to successfully pass through a number of stages in the development. Further development and training will be provided from one level to the next warranting the executives to assume greater responsibilities with higher positions. In this model of succession, there is a proposal that suggests that in order to make sure that there is proper succession in leadership; the company should make sure that there is redundancy in the structure of management. This will see to it that succession of leadership is covered and ensures that successors of retiring employees are mentioned before the dismissal of the outgoing leaders. The company should also mentor potential candidates under the wing of incumbent leaders. To prevent conflicts that may arise during this process, they should ensure that there is a swift transformation in leadership without hitches and questions. (Ibrahim Soufani, & Iam, 2001). Planned succession of leadership in an organization will promote continued operation of businesses even if its founders are no longer actively involved in its operation. It is a concept that explores how effective leadership development and succession planning can lead to sustained organizational success. This theory emphasizes the importance

of identifying and grooming potential leaders from within the organization to ensure a smooth transition of leadership roles.

The Leadership Pipeline Model is comprehensive in its display and progress, due to the self-awareness and competencies needed to be mastered by the prospective organizational leader. One has to recognize and be able to execute the tasks and responsibilities associated with each rank in the managerial hierarchy before proceeding to the higher levels. In the same vein, Bratianu and Orzea (2011), highlighted the importance of organizational members to be well-equipped with adequate knowledge in relevant fields, including leadership. This is similar with the suggestion given by Appelbaum et. al. [17], who promoted knowledge transfer in succession plans as a critical component to boost the future leader's breadth of understanding of internal operations and external considerations.

The theory suggests that a proactive approach to leadership development contributes to improved organizational survival. When bakeries invest in identifying and nurturing potential leaders, these individuals are likely to receive focused training and mentorship. As a result, they develop the skills and competencies required not only for leadership roles but also for enhancing organizational survival in their current positions. Ibrahim (2001). Leadership model succession theory emphasizes the importance of seamless transitions in leadership roles. Applying this theory to bakeries, a well-structured succession plan ensures that leadership changes do not disrupt bakery operations. A well-prepared successor can step into the leadership role without causing interruptions, maintaining organizational survival levels and overall bakery success. The theory's focus on leadership development aligns with employee engagement and development. Employees who see opportunities for growth and development within the organization, as highlighted by the succession planning efforts, are more likely to be engaged and motivated. This, in turn, positively impacts their performance and commitment to bakery success. Hall-Ellis, (2015)

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

Results

H₀₁: There is no significant relationship between succession planning and survival of bakeries operating in Rivers State.

Table 1: Correlation Analysis Showing the relationship between succession planning and survival of bakeries operating in Rivers State.

			Correlations	
			succession planning	survival
Spearman's rho	succession planning	Correlation	1.000	.502**
		Coefficient		
		Sig. (2-tailed)	.	.000
		N	162	162
	survival	Correlation	.502**	1.000
		Coefficient		
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 succession planning and survival of bakeries operating in Rivers State. The result reveals a significant relationship between succession planning and survival of bakeries operating in Rivers State. (where rho = .502, 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 succession planning and survival of bakeries operating in Rivers State.*

Succession Planning and Survival

The results of H07 reveal a significant relationship between succession planning and the survival of bakeries operating in Rivers State, with a correlation coefficient ($\rho = 0.502$) and a p-value p = 0.000. The correlation coefficient of 0.502 suggests a moderate positive relationship, indicating that as succession planning efforts are strengthened, the likelihood of business survival also increases. Given that the p-value is well below the 0.05 threshold, we reject the null hypothesis, which proposed no relationship, and accept the alternative hypothesis, confirming that succession planning is crucial for organizational survival.

This finding supports previous research, such as Nicholas (2012) and Mundia & Iravo (2014), who similarly argued that succession planning plays a critical role in ensuring business continuity. Nicholas emphasized that succession planning helps organizations prepare for leadership transitions by identifying and grooming potential leaders from within the company. This proactive approach ensures that businesses are not caught off guard by leadership vacuums, which can disrupt operations and threaten the long-term survival of the organization. Mundia and Iravo further elaborated on how effective succession planning also facilitates the transfer of critical knowledge and skills, ensuring that the organization retains its expertise and continues to operate effectively even as leadership changes.

In the context of bakeries in Rivers State, succession planning ensures that future leaders are well-prepared to manage the business's operations, maintain production levels, and make informed decisions about its growth and sustainability. With a strong succession plan, bakeries can avoid the risks associated with leadership transitions, such as operational disruptions, decreased morale, and a lack of direction. Instead, by having a pipeline of qualified leaders, these businesses can sustain their operations and adapt to changing market conditions with minimal disruption.

Moreover, succession planning is a vital strategy for knowledge transfer. As senior employees retire or move on to other roles, they take valuable organizational knowledge with them. Succession planning ensures that this knowledge is passed down to the next generation of

leaders, ensuring continuity and stability in operations. In bakeries, where operational expertise, customer relationships, and quality control are crucial, ensuring that new leaders are well-versed in these areas is essential for maintaining competitive advantage and ensuring survival.

CONCLUSION

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. Bakeries should implement formal mentoring programs to transfer knowledge and improve employee skills, thereby enhancing both production and financial stability.
2. Retention strategies, including professional development and employee engagement initiatives, should be prioritized to reduce turnover and ensure continuous production.
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.

REFERENCES

- Adewale, O. O., Joachim, A. A., & Obamiro, J. K., O. J. (2011). Succession planning and organizational survival: Empirical study on South-South region of Nigerian private tertiary institutions. *Serbian Journal of Management*, 6(2), 231–246.
- Adewale, T., & Oghene, J. (2019). The role of mentoring in enhancing employee retention and organizational productivity. *Journal of Human Resource Development*, 14(3), 245–258.
- Agboola, A., & Salawu, R. (2010). Managing deviant behavior and resistance to change. *International Journal of Business and Management*, 6(1), 7–12.
- Aguinis, H., & Kraiger, K. (2009). Benefits of training and development for individuals and teams, organizations, and society. *Annual Review of Psychology*, 60, 451–474.
- Aiken, L. S., West, S. G., & Reno, R. R. (1991). *Multiple regression: Testing and interpreting interactions*. Sage.
- Akhigbe, O. J., & Ohiria, S. (2017). Workforce diversity and organizational survival of private hospitals in South-South region of Nigeria. *IOSR Journal of Business and Management*, 19(7), 34–41.
- Akinyele, M. O., & Adeola, T. A. (2019). The correlation between management development and employee satisfaction: Evidence from the Nigerian banking sector. *Journal of Business Leadership*, 9(1), 212–227.

- Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2019). Retaining talent: A meta-analytic synthesis of the turnover intentions literature. *Journal of Management*, *45*(1), 200–232.
- Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. *Academy of Management Journal*, *39*(5), 1154–1184.
- Amah, E., Baridam, D., & Dosunmu, R. (2012). Shared mission and organizational effectiveness: A study of the South-South region of Nigerian banking industry. *4*(8), 3–8.
- Amniattalab, A., & Ansari, R. (2016). The effect of strategic foresight on competitive advantage with the mediating role of organizational ambidexterity. *International Journal of Innovation Management*, *20*(3), 1–6.
- Ancona, D., & Caldwell, D. (1992). Bridging the boundary: External activity and performance in organizational teams. *Administrative Science Quarterly*, *37*(1), 31–37.
- Apostolou, A. D. (2000). *Nnoregio: Dissemination of innovation and knowledge management techniques of Production Engineering & Management Technical*. University of Crete. Report produced for the EC-funded project.
- Ardichvili, A., Cardozo, R., & Ray, S. (2003). A theory of entrepreneurial opportunity identification and development. *Journal of Business Venturing*, *18*(1), 105–123.
- Azadehdel, M. R., Farzin, F., & Jamshidineja, M. A. (2013). The impact of knowledge sharing on innovation and performance. *International Journal of Scientific Management and Development*, *3*(1), 48–53.
- Baird, K., & Wang, H. (2010). Employee empowerment: Extent of adoption and influential factors. *Personnel Review*, *39*, 574–599.
- Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2020). Key questions regarding work engagement. *European Journal of Work and Organizational Psychology*, *29*(4), 616–632.
- Balakrishnan, K., & Palaniappan, K. (2019). Job satisfaction and organizational commitment among employees in the hospitality industry. *Journal of Human Resources in Hospitality & Tourism*, *18*(3), 302–323.
- Barnard, G. A. (1947). The meaning of a significance level. *Biometrika*, *34*(1/2), 179–182.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. SAGE Publications.
- Biriowu, C. S., & Ofurum, U. A. (2020). Employee engagement and organizational survival. *World Journal of Innovative Research*, *9*(5), 79–92.

- Boakye, K. (2015). The impact of teamwork on employee performance. <https://doi.org/10.13140/RG.2.1.4959.8804>
- Bowen, D. E., & Lawler, E. E. (1995). Empowering service employees. *Sloan Management Review*, 36(1), 73–84.
- Boxall, P., & Macky, K. (2014). High-involvement work processes, work intensification and employee well-being. *Work, Employment & Society*, 28(6), 963–984.
- Brown, B. (2009). The “I” in team: Effects of performance appraisal type on teamwork variables. *All Theses, Paper 692*.
- Brown, J. S., & Duguid, P. (1998). Organizing knowledge. *California Management Review*, 40(3), 90–111.
- Burke, B., Arkowitz, H., & Menchola, M. (2003). The efficacy of motivational interviewing: A meta-analysis of controlled clinical trials. *Journal of Consulting and Clinical Psychology*, 71(4), 843–861.
- Burke, S., Stagl, K., Klein, C., Goodwin, G., Salas, E., & Halpin, S. (2006). What type of leader behaviors are functional in teams? A meta-analysis. *The Leadership Quarterly*, 17(3), 288–307.
- Burns, J. M. (1978). *Leadership*. Harper & Row.
- Carmeli, A., & Spreitzer, G. M. (2009). Trust, connectivity, and thriving: Implications for innovative behaviors at work. *The Journal of Creative Behavior*, 43(3), 169–191.
- Castka, P., Bamber, C. J., Sharp, J. M., & Belohoubek, P. (2001). Factors affecting successful implementation of high performance teams. *Team Performance Management: An International Journal*, 7(7/8), 123–134.
- Castka, P., Bamber, C., Sharp, J., & Belohoubek, P. (2001). Factors affecting successful implementation of high performance teams. *Team Performance Management: An International Journal*, 40(3), 98–174.
- Chen, Y., Klein, S. L., Garibaldi, B. T., Li, H., Wu, C., Osevala, N. M., ... & Leng, S. X. (2021). Aging in COVID-19: Vulnerability, immunity and intervention. *Ageing Research Reviews*, 65, 101205.
- Cohen, S. G., & Bailey, D. E. (1997). What makes teams work? Group effectiveness research from the shop floor to the executive suite. *Journal of Management*, 23, 239–290.
- Cohen, W. M., & Levinthal, D. A. (1990). Absorptive capacity: A new perspective on learning and innovation. *Administrative Science Quarterly*, 35(1), 128–152.
- Cook, S. D., & Brown, J. S. (1999). Bridging epistemologies: The generative dance between organizational knowledge and organizational knowing. *Organization Science*, 10(4), 381–400.

- Crossan, M. M., & Apaydin, M. (2010). A multi-dimensional framework of organizational innovation: A systematic review of the literature. *Journal of Management Studies*, 47(6), 1154–1191.
- Dabale, M., & Sefora, M. (2020). The role of mentoring in the development of human capital: Evidence from a local bakery in Botswana. *African Journal of Business Management*, 14(2), 55–65.
- Daft, R. L. (1998). *Essentials of organization theory and design*. South-Western College Publishing.
- Davis, K. R., & Newstrom, J. W. (1977). Human behavior at work: Organizational behavior. 8(2), 3–8.
- Day, D. V. (2019). Leadership development: A review in context. *The Leadership Quarterly*, 30(1), 38–48.
- De Hoogh, A. H., Greer, L. L., & Den Hartog, D. N. (2015). Diabolical dictators or capable commanders? An investigation of the differential effects of autocratic leadership on team performance. *The Leadership Quarterly*, 26(5), 687–701.
- Delacroix, J., & Carroll, G. R. (1983). Organizational foundings: An ecological study of the newspaper industries of Argentina and Ireland. *Administrative Science Quarterly*, 28, 274–291.
- Denison, J. (2007). Social theory for coaches: A Foucauldian reading of one athlete's poor performance. *International Journal of Sports Science & Coaching*, 2(4), 369–383.
- Denyer, D. (2017). *Organizational resilience: A summary of academic evidence, business insights and new thinking*. BSI and Cranfield School of Management.
- Earley, P. C. (1993). East meets west meets mid-east: Further explorations of collectivistic and individualistic work groups. *Academy of Management Journal*, 36(2), 319–348.
- Egan, T. M., Yang, B., & Bartlett, K. R. (2004). The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention. *Human Resource Development Quarterly*, 15(3), 279–301.
- Ekpo, P., & Onuigbo, K. (2022). Exploring the role of management development in fostering employee engagement and organizational success. *Global Journal of Organizational Development*, 7(1), 33–47.
- Ellinger, A. D., Ellinger, A. E., Yang, B., & Howton, S. W. (2002). The relationship between the learning organization concept and firms' financial performance: An empirical assessment. *Human Resource Development Quarterly*, 13(1), 5–22.
- Endsley, M. R. (1988, October). Design and evaluation for situation awareness enhancement. In *Proceedings of the Human Factors Society Annual Meeting*, 32(2), 97–101.

- Ensor, J. E., Park, S. E., Attwood, S. J., Kaminski, A. M., & Johnson, J. E. (2018). Can community-based adaptation increase resilience? *Climate and Development, 10*(2), 134–151.
- Erengwa, K. N., Nwuche, C. A., & Anyanwu, S. C. (2017). Employee participation and organizational survival in selected Small and Medium enterprises in Port Harcourt, South-South region of Nigeria. *Organization, 3*(3), 4–9.
- Ezeanolue, E. T., & Ezeanyim, E. E. (2020). Employee participation in decision making and organizational productivity in manufacturing firms in South-East, South-South region of Nigeria. *International Journal of Innovative Development and Policy Studies, 8*(1), 110–124.
- Fapohunda, T. M. (2013). Towards effective team building in the workplace. *International Journal of Education and Research, 1*(4), 1–12.
- Fay, D., Shipton, H., West, M. A., & Patterson, M. (2015). Teamwork and organizational innovation: The moderating role of the HRM context. *Creativity and Innovation Management, 24*(2), 261–277.
- Ferguson, J., & Inoue, M. (2020). The impact of financial performance on solvency in small businesses. *International Journal of Financial Studies, 8*(3), 57.
- Gallie, D., Zhou, Y., Felstead, A., & Green, F. (2009). Teamwork, productive potential and employee welfare. 7–9.
- Greenleaf, R. K. (2002). *Servant leadership: A journey into the nature of legitimate power and greatness*. Paulist Press.
- Hasegawa, T. (2018). The relationship between employee engagement and continuous improvement activities in the food industry. *Journal of Quality in Maintenance Engineering, 24*(2), 182–194.
- Ikechukwu, A., & Abah, C. (2021). Mentoring and its effect on workforce retention and operational efficiency: A case study of selected organizations in Nigeria. *Journal of Management Research, 13*(1), 54–70.
- Kraimer, M. L., Seibert, S. E., & Liden, R. C. (2020). A meta-analysis of employee retention: Organizational support and job satisfaction. *Journal of Applied Psychology, 105*(8), 1134–1142.
- Kumar, S., & Shankar, R. (2020). Operational efficiency and continuous production in the food industry: A case study from a bakery. *International Journal of Operations & Production Management, 40*(5), 785–805.
- Locke, E. A. (2019). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1349). John Wiley & Sons.

- Northouse, P. G. (2018). *Leadership: Theory and practice* (8th ed.). SAGE Publications.
- Nwachukwu, C., & Eke, P. (2021). Enhancing organizational solvency through management development programs: Insights from Nigerian companies. *Journal of Financial and Management Studies, 15*(3), 115–130.
- Obi, C., & Opara, S. (2020). Management development and its role in promoting organizational solvency and employee satisfaction. *Nigerian Journal of Leadership and Development, 11*(2), 89–103.
- Ofoegbu, O. E., & Akanbi, P. A. (2012). The influence of strategic agility on the perceived performance of manufacturing firms in Nigeria. *International Business & Economics Research Journal, 11*(2), 153–160.
- Ogunleye, F. O. (2018). The impact of mentoring on continuous production and employee performance in manufacturing firms. *African Journal of Industrial Relations, 6*(4), 321–335.
- Oke, M. A., & Olughor, R. J. (2014). The relationship between organizational survival and employee mental ability. *International Journal of Business and Social Science, 5*(6), 1–12.
- Oldham, G. R., & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. *Academy of Management Journal, 39*(3), 607–634.
- Ooko, P. A. (2013). Impact of teamwork on the achievement of targets in organizations in Kenya: A case of SOS Children's Villages, Eldoret (Master's dissertation, University of Nairobi).
- Ouchi, W. G. (1981). Organizational paradigms: A commentary on Japanese management and Theory Z organizations. *Organizational Dynamics, 9*(4), 36–43.
- Oyebamiji, F. F. (2018). Influence of employee participation in decision making on organization performance in Ladoke Akintola University of Technology Teaching Hospital, Ogbomosho, Oyo State, South-South region of Nigeria. *International Journal of Innovative Social Sciences & Humanities Research, 6*(3), 8–17.
- Peutere, L., Saloniemi, A., Böckerman, P., Aho, S., Nätti, J., & Nummi, T. (2020). High-involvement management practices and the productivity of firms: Detecting industry heterogeneity. *Economic and Industrial Democracy, 1*–24.
- Prem, R., Ohly, S., Kubicek, B., & Korunka, C. (2017). Thriving on challenge stressors? Exploring time pressure and learning demands as antecedents of thriving at work. *Journal of Organizational Behavior, 38*(1), 108–123.
- Quagraine, T. L. (2010). Employee involvement as an effective management tool in decision making: A case study of Merchant Bank (Ghana) Limited. (Thesis, Kwame Nkrumah University of Science and Technology).

- Raza, Y., Waheed, M., Husnain, A. M., & Saeed, A. (2015). The impact of intrinsic motivation on employee's job satisfaction. *2*(3), 4–7.
- Ruijun Chen, Yaping Xie, & Yingqi Liu. (2017). Defining, conceptualizing, and measuring organizational resilience: A multiple case study. *2-8*.
- Saif, N. I., & Saleh, A. S. (2013). Psychological empowerment and job satisfaction in Jordanian hospitals. *International Journal of Humanities and Social Science*, *3*(16), 250–257.
- Salas, E. (Ed.). (2017). *Situational awareness*. Routledge.
- Salas, E., Bowers, C. A., & Cannon-Bowers, J. A. (1995). Military team research: 10 years of progress. *Military Psychology*, *7*(2), 55–75.
- Salas, E., Shuffler, M., Thayer, A., Bedwell, W., & Lazzara, E. (2014). Understanding and improving teamwork in organizations: A scientifically based practical guide. *Human Resource Management*, *54*(1), 128–143.
- Sarvadi, P. (2010). The best ways to reward employees. *Entrepreneur Magazine*, *5*, 82–91.
- Tan, K. C., Lyman, S. B., & Wisner, J. D. (2002). Supply chain management: A strategic perspective. *International Journal of Operations & Production Management*, 7–9.
- Tavares, D. F. D. S. (2015). Team work engagement and the impact on team adaptation (Doctoral dissertation).
- Udo, I. M., & Eze, O. (2020). Mentoring as a tool for increasing employee satisfaction and reducing turnover in organizations. *International Journal of Business and Management Studies*, *8*(2), 179–192.
- Wachira, J. M. (2013). Relationship between employee engagement and commitment in Barclays Bank of Kenya (Doctoral dissertation, University of Nairobi).
- Wagner, W. (1994). The fallacy of misplaced intentionality in social representation research. *Journal for the Theory of Social Behavior*, *24*, 243–266.
- Walumbwa, F. O., Muchiri, M. K., Misati, E., Wu, C., & Meiliani, M. (2018). Inspired to perform: A multilevel investigation of antecedents and consequences of thriving at work. *Journal of Organizational Behavior*, *39*(3), 249–261.
- Wang, Y. (2007). The theoretical framework of cognitive informatics. *International Journal of Cognitive Informatics and Natural Intelligence*, *1*(1), 1–27.
- Weber, Y., & Tarba, S. Y. (2014). Strategic agility: A state of the art introduction to the special section on strategic agility. *California Management Review*, *56*(3), 5–12.
- Yukl, G. (2013). *Leadership in organizations* (8th ed.). Pearson.

Zollo, M., & Winter, S. G. (2002). Deliberate learning and the evolution of dynamic capabilities. *Organization Science*, *13*(3), 339–351.