

EMPLOYEE EDUCATION AND INNOVATIVE EXPLORATION OF UNIVERSITIES IN RIVERS STATE, NIGERIA

¹Dr. Florence O. Iroanwusi & ²Godwin Olai Ph.D. MNIM, MCAI

¹Department of Employment and Human Resource Management, ²Department of Management, ^{1&2}Faculty of Management Sciences, Ignatius Ajuru University of Education, PHC

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

ABSTRACT

This study investigated the relationship between employee education and innovative exploratory 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. The Spearman's rank order correlation coefficient was used in the test for the bivariate hypotheses of the study while the partial correlation was used in the test for the multivariate hypotheses. Results revealed that human resources development significantly impact on all three measures of ambidexterity (goal simultaneity, competence exploitation and innovation exploration). Hence, all bivariate hypothetical statements were rejected. The study therefore concluded that human resource development practices 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.

Keywords: Employee Education, Ambidexterity, Human Resource Development

INTRODUCTION

Present content and studies identify organizational success as an outcome of its green usage of resources, and its capacity to simultaneously adapt to environmental modifications (Gibson & Birkinshaw, 2004; Raisch, Birkinshaw, Probst & Tushman, 2009). As regards to balancing these movements, Duncan (1976) was the primary to apply the time period ambidexterity. But, it is March (1991) who's seen as the catalyst for the present day interest in ambidexterity, on account that he added the idea of exploration and exploitation which through the years has received a growing tempo and momentum in research and organizational exercise (Raisch & Birkinshaw, 2008).

March (1991) opined that the fulfillment of an enterprise relies upon on an employer's ability to balance its exploitation of existing talents and exploration of new opportunities. Even as exploitation is referring to incremental information development, the latter refers to radical innovation (Enkel, Heil, Hengstler & Wirth, 2016). However, each view require fundamentally one of a kind thoughts-sets, infrastructures, cultures, systems, methods and studying sports among which most corporations ought to divide their interest and resources (March, 1991; Raisch & Dirkinshaw, 2008). At the same time as exploitation emphasizes on phrases inclusive of "refinement, efficiency, choice or implementation", exploration however is related to sports including "seek, version, experimentation, studying or discovery" (March, 1991).

Preceding scholars have noted that there is a alternate-off between aligning the organisation to make the most existing abilities as well as information and exploring new ones and being innovative within the method (Raisch & Birkinsawh, 2008), in view that these two techniques require incompatible competencies and notably advanced management abilities (He & Wong, 2004;

Raisch & Birkinshaw, 2008). But, even though pupils may also argue that it's miles hard or maybe not possible to acquire simultaneous exploration and exploitation, some promising strategies had been mentioned within the context of ambidexterity (Raisch & Birkinshaw, 2008). First, it is cautioned that agencies can create precise structures to mitigate the tensions among knowledge exploration and innovation exploitation. Structural ambidexterity may be fostered by way of both spatial separation or parallel systems (Gibson & Birkinshaw, 2004).

Spatial separation manner to create separate business devices that pursue either exploration or exploitation (Jansen, Tempelaar, Bosch & Yolberda and, 2009). These sub-gadgets are held collectively via company lifestyle, shared visions and strategies or control groups (Gibson & Birkinshaw, 2004). Parallel structures, then again, guide and incorporate exploration and exploitation sports within a unmarried business unit in creating secondary systems, for instance task teams, further to number one systems which ensure performance, fidelity and incremental change (Raisch & Birkinshaw, 2008). Additionally, contextual answers are recommended to reap ambidexterity inside an enterprise. Even as structural tactics separate exploitative and explorative sports based totally on exclusive commercial enterprise gadgets, contextual ambidexterity is described because the capacity to deal with alignment and model on the same time, in the identical framework (Raisch & Birkinshaw, 2004) or in the equal enterprise unit. Regrettably, most leaders are nonchalant and unwilling to invest in the improvement of contexts that aid each explorative or exploitative activities (Raisch & Birkinshaw, 2008).

Incredible contextual elements which affect the behaviour and actions of employees encompass incentive structures, a shared imaginative and prescient or the balance of subject, aid and accept as true with as attributes of the context, mentorship, getting to know opportunities and different developmental sports geared closer to enhancing the people understanding and openness in the direction of alternate and innovation (Raisch & Birkinshaw, 2014). It's far argued that the investment in and improvement of the human aid in line with ambidexterity is specially relevant at numerous organizational stages and even for small agencies, for the reason that lack of sources makes it hard for maximum agencies to undertake the structural technique (Zimmermann, Raisch & Birkinshaw, 2016). The focus on human useful resource development, which is a key argument of the aid-based view is based totally on a way to build organizational understanding by externalizing individual know-how, shifting and spreading know-how across the enterprise, and knowledge being internalized through individuals (Nonaka, 1991).

Innovative Exploration

March (1991) partner exploration with new possibilities, which include research, variations, chance-taking, experimentation, games, flexibility, discoveries, and innovation. Companies focused on exploration require better outlays on experimentation, without considerable profits in terms of short-time period benefits. The related tangible and intangible returns are systematically less sure, further away in time and more faraway from the movement and version context. Exploration may contain fundamental research, implying fewer certainties, longer time frames and facts which might be less extensively disseminated, compared to product improvement. Exploration additionally tends to be more difficult to internalize for organizations, encompassing a focal point on innovation (Li, Vanhaverbeke, & Schoenmakers, 2008; Tushman et al., 2010) and tacit expertise. In advertising, exploration is defined through Slater and Narver (1995) as a generated mastering technique and as a double-loop gadget by way of Argyris and Schön (1978). The level of exploration in advertising and marketing is determined by using the sum of the effects of those modifications (Argyris & Schön, 1978; Greve, 2007; Slater & Narver, 1995).

Exploration is connected to the searching for of latest possibilities and the internalization and the utility of latest expertise. The perception of exploration is subjected to relativity because it have to be described from the point of view of an agency or unit. Sure understanding, technology or markets may be new to one company, however surprising to some other. Therefore, one organization's exploration might be exploitation for some other. There is also a predicament on

whether or not organizations that have evolved their personal understanding are in better role to discover than those which have assessed the price of external knowledge and internalized it (Cohen and Levinthal 1990). In the end, exploration goals to achieve product diversification, internationalization, variation in organizational bureaucracy or experimentation with new knowledge.

METHODOLOGY

Research design

The study adopted the 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.

Ho1: there may be no tremendous dating between worker schooling and innovation exploration of universities in rivers kingdom

Hypotheses for employee education and innovative exploration

	schooling	purpose	make the most	explore
spearman's rho	schooling	correlation coefficient	1. 000	. 562** . 404** . 652**
	sig. (2-tailed)	. 000	. 000	. 000
	n	179	179	179
aim	correlation coefficient	. 562**	1. 000	. 379** . 492**
	sig. (2-tailed)	. 000	. 000	. 000
	n	179	179	179
make the most	correlation coefficient	. 404**	. 379**	1. 000 . 720**
	sig. (2-tailed)	. 000	. 000	. 000
	n	179	179	179
explore	correlation coefficient	. 652**	. 492**	. 720** 1. 000
	sig. (2-tailed)	. 000	. 000	. 000
	n	179	179	179

supply: survey results, 2019

Table above illustrates the relationship between worker training and the measures of innovative exploration. The evidence from the check shows that worker schooling does have a great relationship with purpose simultaneity within the universities of the take a look at (where $r = \text{zero. 562}$ and $p = 0. 000$). The end result also suggests that employee training also affects competence exploitation (wherein $r = \text{zero. 404}$ and $p = 0. 000$) and that worker schooling notably contributes towards the manifestations of innovation exploration (wherein $r = . 652$ and $p = 0. 000$). The placement of employee schooling is referred to as contributing appreciably toward the ambidexterity of universities in rivers country. The look at identifies worker education as having a huge and effective impact on the company's capacity to have interaction in one-of-a-kind desires

simultaneously, to efficaciously exploit their competency and to additionally explore present innovation capacities and dispositions inside the company. On this way, all previous null hypothetical statements on the relationship among worker schooling and the measures of ambidexterity are rejected because the outcomes display:

i. There may be a giant dating between worker education and innovation exploration of universities in rivers state

Discussion of Findings

Employee Education Contributes Significantly Towards Innovative Exploration of Universities in Rivers State

The result on the connection among worker schooling and innovative exploration is found out to be big. The associated null hypothesis have been in this basis rejected as evidence recognized employee training as a massive predictor of the quantity to which universities in rivers nation are capable of pursue goals concurrently, make the most their capabilities and additionally explore innovation opportunities. Employee schooling is a complex aggregate of activities meant to enhance the overall performance of people and companies inside the organization. The outcome of this observe concurs with the placement of Stoner (2005) who taken into consideration employee training as coaching or the lecturing of non-managerial employees.

Roberts and Wayne (2006) defined worker training, thus because the act of a continuous effort designed to improve worker's competency and organizational performance. According to David Roach (2004) training is an experience, a discipline or systematic action which causes human beings to accumulate new abilities and information and predetermined behaviour. Some other pupil, Robert and Coayne (2005), cited that training is the provision of competencies and know-how wished for present task. Nwachukwu (2004), argued that training is the organizational effort that's been aimed at assisting an employee to received primary abilities required for the green execution of the capabilities for which they had been employed. The definition placed by way of Nwachukwu (2004) highlighted the purchase of skill and responsibility for green function capability. Training is likewise directed at supporting employees to carry out better on their current jobs. From the above function, it's far obvious that the finding of this take a look at has the same opinion with the ones of previous research as literature identifies worker schooling as addressing gaps or discrepancies among a great and an most fulfilling outcome of the agency almost about innovation and capabilities. Smit and De Cronje (2003) further defined 3 strategies for figuring out wishes of agencies: the established techniques, overall performance evaluation, and competency assessment. Wherein performance evaluation makes a speciality of deficiencies or problems, competency assessment focuses on opportunity for improvement. Education professionals pick out how they accept as true with human beings should perform after which design programs to provide the people the competencies they need. Consequently, the assessment of the character will suggest the variety of abilities and know-how that is to be acquired. Note that the difference among actual overall performance and required performance will in the long run form the training gap, and consequently suggest the extent of education wished for most excellent overall performance. The term worker training is often applied in different approaches (Dessler, 2006). It therefore entails showing employees what they should do and the way they should do it. 2nd, it may also talk over with the planned tries by an employer to facilitate worker mastering of process-related know-how, skills and behaviours (Dennis & griffin, 2005).

CONCLUSIONS

This study specified that employee education improvement is essential and contributes drastically closer to innovative exploratory of universities in rivers state. 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

ii. The exercise of worker schooling enables universities to prepare their people and capabilities in a manner that imbues them with the necessary abilities and knowledge that may be applied inside the institution's pursuit of several goals concurrently, exploitation of abilities in the group and also the exploration of the innovative opportunities availed the group within its context

RECOMMENDATIONS

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

- Enkel, E., Heil, S., Hengstler, M. & Wirth, H. (2016). Exploratory and exploitative innovation: To what extent do the dimensions of individual level absorptive capacity contribute. *Technovation*
- Gibson, C. B. & Birkinshaw, J. (2004): The antecedents, consequences, and mediating role of ambidexterity. *Academy of Management Journal*, 47(2), 209-226.
- 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
- March, J. G. (1991). Exploration and exploitation in organizational learning. *Organization science*, 2(1), 71–87.
- Nonaka, I. (1994). A dynamic theory of organizational knowledge creation. *Organization Science* 5 (1), 14–37.
- Raisch, S. & Birkinshaw, J. (2008). Ambidexterity: Antecedents outcomes and moderators. *Journal of Management*, 34(3), 275–409.
- Raisch, S., Birkinshaw, J., Probst, G. & Tushman, M. L. (2009). Ambidexterity: Balancing exploitation and exploration for sustained performance. *Organization Science*, 20(4), 685–695.
- Smith, W. K., & Tushman, M. L. (2005). Managing strategic contradictions: A top management model for managing innovation streams. *Organization Science*, 16(5), 522-536.
- Stoner, J. A. F. & Freeman, R. E. (1992). *Management*, 5thed, Prentice-Hall International, USA.

Tushman, M. L. & O'Reilly, C. A. (1996): Ambidextrous organizations: Managing evolutionary and revolutionary change. *California Management Review*, 38(4), 8-30.

Zimmermann, A., Raisch, S. & Birkinshaw, J. (2015). How is ambidexterity initiated? The emergent charter definition process. *Organization Science*, 26(4), 1119–1139.