

## **HUMAN RESOURCE DEVELOPMENT AND AMBIDEXTERITY: A MODERATING ROLE OF ORGANIZATIONAL CULTURE OF UNIVERSITIES IN RIVERS STATE**

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### **ABSTRACT**

*This study investigated the relationship between human resources development and ambidexterity: A moderating role of organizational culture 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 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 ambidexterity. Hence, all bivariate hypothetical statements were rejected. The results also revealed that both factors of organisational culture significantly moderate the relationship between human resources development and ambidexterity. 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: Human Resource Development, Ambidexterity, Organizational Culture***

### **INTRODUCTION**

Universities, in particular in Nigeria hold to stand very serious problems that have profound implications for educational management, mainly within the vicinity of balancing the pursuit for innovation via studies and scientific advancement, with the developing needs of the society as regards to infrastructure, administrative capabilities and student services (e. G. Fitness, accommodation, safety). Okoli (2015) affirmed that most of the challenges facing Nigerian universities these days as premised on their battle to grapple with issues of admission, lodging, education rules, pupil unionism, funding and the likes, even as at the identical time accomplishing futuristic desires along with the improvement of facts technological structures and modern research.

The troubles cited above culminate right into a paradox, in which groups warfare with the contradictory demands with the intention to survive. A paradoxical tension is described by using Smith and Lewis (2011) as elements that appear logical for my part, however are inconsistent whilst they're blended. Balancing exploitation and exploration is called the ambidexterity hassle (Raisch et al 2009). The paradoxical challenges concerning exploitation and exploration has been round for some time. However as new markets and innovations are often someway primarily based on statistics technology, the enterprise agency turns into more depending on statistics generation as a form of innovation (Pavlou & el Sawy, 2010). This requires corporations to assume what human resource capabilities are wished, how can they be advanced, and in what approaches can they be implemented (Gregor et al. 2006; Piccolo & Ives 2005; Ross et al. 1996).

In well-known terms, human useful resource improvement has supplied the manner for groups to efficiently transform capital, substances and records into products or services of increased fee (Christensen, 1997) and in nowadays's business settings, human resource development is considered a major antecedent of the required alternate and innovativeness of organizations (Gregor et al, 2006). Organizations can consequently make investments within the improvement of their human sources to improve the efficiency of their current operations (exploitation) and to come to be greater modern (exploration) by means of helping the improvement of new abilities, and progressed knowledge tiers (Xue et al., 2012); for this reason, this have a look at investigates the relationship between human resource improvement and ambidexterity of universities in rivers state.

### **Purpose and objectives of the Study**

The aim of this research is to investigate the relationship among human resource development and ambidexterity in universities in rivers country

- iv. To examine the moderating effect of adaptive culture on the relationship between human resource improvement and ambidexterity in universities in rivers nation
- v. To check the moderating effect of participative subculture on the connection among human resource development and ambidexterity in universities in rivers country

### **Research questions**

The studies questions for this examine are based totally at the conceptual version are designed to guide the focal point of the examiner:

- i. To what volume does adaptive culture moderate the connection among human aid improvement and ambidexterity in universities in rivers country?
- ii. To what volume does participative tradition mild the connection between human useful resource improvement and ambidexterity in universities in rivers nation?

### **Statement of the hypothesis**

The null hypothetical statement of the take a look at are presented as follows:

- Ho1: adaptive subculture does no longer notably mild the connection between human useful resource improvement and ambidexterity of universities in rivers country. Ho11: participative tradition does now not drastically moderate the connection between human useful resource improvement and ambidexterity of universities in rivers state.

### **Human Resource Development**

Human resource development fosters shared perceptions of personnel of a supportive organizational environment that enhances discretionary and modern behaviours that contribute to organizational consequences (Sun et al., 2007). Based totally on the set, many scholars additionally argue that personnel' perceptions of human aid improvement have a fantastic impact on employee creativity. Pupils (Oldham and cummings, 1996; Guan, 2003) discover that worker's perceptions of character, group and organizational factors can affect their aim and functionality to innovate. Worker creativity complements organisation's revolutionary potential, thereby modern organizational capability can assist the agency to identify opportunities and improve ambidexterity. Drawing from the views of rbv and set, the have an effect on of human aid improvement is predicted to definitely affect the stages of expertise skills of the firm, worker creativity (knowledge, competencies and abilities) and organizational collaboration (interplay, assisting behaviours and relational connections).

Human aid development and organizational effects which includes expertise abilities and innovativeness of the firm have been significantly connected to the individual, organization, and firm-degree sports of the enterprise (Hayton et al., 2013; Solar et al., 2007; Wright & Boswell, 2002; Youndt & Snell, 2004). Though, there may be infrequently any literature or take a look at

within the studies context which especially addresses the connection among human useful resource development and ambidexterity, that is fundamental here this take a look at intends to cope with. Therefore, drawing from those theories (the rbv and the set), this have a look at attempts to research the relationship among human aid improvement and ambidexterity inside universities in rivers country and to also develop a multi-degree version to apprehend the impact of human aid improvement on ambidexterity on the organizational stages because it applies to universities inside developing economies such as Nigeria. 2. 2 the concepts and dimensions of human aid improvement

Mclean and Mclean (2001) have supplied the subsequent global definition of human useful resource development (HRD) after reviewing numerous definitions the world over: human aid improvement is any technique or pastime that, both first of all or over the long term, has the capability to broaden adults' work based totally understanding, know-how, productivity and pleasure, whether for personal or group or group gain, or for the blessings of an organization, network, nation or in the end the entire humanity. In keeping with Nadler and Nadler (1989) who coined the term, human useful resource development is described as organized gaining knowledge of studies in a exact time period to increase the opportunity of improving process overall performance and growth. Human aid development (hrd) is obviously isn't a set of mechanisms and strategies but a process. The mechanisms and strategies together with performance appraisal, counseling, education, capacity appraisal, profession making plans etc. Are used to provoke, facilitate and sell this method.

### **The Concepts of Ambidexterity**

Ambidexterity's essential premise is that strategic decisions are to a few diploma usually in struggle, and bosses are consequently forced to handle change-offs. Those paradoxical choices are extraordinarily hard to make. Preceding pupils observed it difficult to conceptualize how an organization should integrate quick-term performance and lengthy-time period efficacy, because those domains were primarily based on exceptional competences (Christensen & Overdorf, 2000; Benner & Tushman, 2003). Earlier studies often described the change-offs between these activities as insurmountable (Hannan & Freeman, 1977; McGill, Slocum & Lei, 1992). The definition of ambidexterity as presented by using March (1991) defends that there are businesses that may deliberately hold a stability between exploitation and exploration moves, consequently, being categorized as ambidextrous.

Tushman and O'Reilly III (2004) complement it, by way of reaffirming that ambidextrous agencies are those which can balance their efforts in exploitation and exploration. They factor out, however, that because of the complexity of meeting those two views, it's far vital for groups to establish one-of-a-kind techniques for handling their structures, processes and way of life. The secret of ambidextrous companies is, therefore, the distinction for carrying out concurrently exploration and exploitation actions. With this knowledge, organizations can balance in addition to orchestrate their efforts and organizational assets, maintaining in advance of their competition. In keeping with the Schumpeterian theory, corporations that innovate carry out better than organizations that do not innovate, and ambidextrous groups perform better than companies that innovate from handiest one angle, such exploitation or exploration (Schumpeter, 1985).

Porter (1996), as an example, argued that low-price-manufacturing and product differentiation had been no longer well suited and combinable techniques, and advised that businesses needed to make specific picks. With the aid of assessment, the literature on ambidexterity argues that trade-offs can by no means totally be removed, but that to beautify long-term competitiveness and increase, companies need to reconcile them as a long way as possible, instead of specializing in one or the opposite (Gibson & Birkinshaw, 2004; March, 1991). Duncan (1976) become the primary, who implemented the time period ambidexterity, but March's (1991).

### **Human Resource Improvement, Ambidexterity and Organizational Tradition**

Human resource development has an important position to play in organizational way of life and related organizational results which include ambidexterity as it entails the folks that paintings for the organization, who include and expand unique cultures within the organization; therefore, any preferred alternate to the lifestyle of the business enterprise must be made through the people and through the humans (Earl, 2002). This means that human resource development and organizational culture are connected to each different, and as such have a stronger tendency of impacting and improving organizational effects along with competence exploitation and innovation exploration.

Human resource decisions are crucial because when an company hires employees that blend with their tradition, those would decorate shared social information among personnel and organizational goals; such shared social information publications personnel in making the right decision while faced with usual situations (Ouchi, 1983). A symbiotic relationship exists among human aid development rules and organizational lifestyle, wherein human resource policy areas; schooling, education and improvement of employees, have sizeable effects on organizational tradition (Earl, 2002). If, human resource improvement practices are not in conformity with the organizational values shared by means of personnel, then personnel will experience unhappy, uncomfortable and uncommitted, thereby ensuing in low overall performance due to the fact their values are distinctive from the agency's expectations; hence, impacting on organizational goals and competence Earl, 2002).

The connection between organizational way of life and human resources practices is such that after personnel understand and internalize the organizational culture, this permits employees to choose the approach and behavior that fit their persona as well as with the main workouts of the business enterprise's sports (earl, 2002). Ouchi (1983) consents that advanced organizational outcomes including competence and innovativeness are obtrusive inside groups where there may be congruency among tradition and human 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**

#### **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.

## **Results**

On this phase of the quantitative analysis, the result for the test at the moderating effect of organizational way of life on the connection among human useful resource improvement and ambidexterity is presented. The evaluation of the moderating have an impact on of the two cultural dimensions – adaptive lifestyle and participative way of life are presented in this phase. The tool utilized in the evaluation is the partial correlation coefficient tool as it no longer best gives a version on the direct relationship between human useful resource development and ambidexterity, however additionally tested a 2nd version which addressed the oblique courting among the variables with the presence and brought have an impact on of the assumed moderator. The choice of the partial correlation coefficient on this way identifies with the position of Preacher and Hayes (2004) who stated that for the announcement or confirmation of moderating consequences, it's miles required that the analysis establishes three foremost consequences – first: that the relationship between all 3 (predictor, criterion and moderating) variables are equal; second: that the oblique relationship between the predictor and criterion variables is massive and clearly more potent than that of the direct relationship between the variables. In this vein, the assessment of the relationship is considered as premised on mathematical models – representing the direct and indirect relationship between the variables. In which model 1:

$$y = f x1 (x2)$$

and version 2:

$$y = f x1$$

wherein y = criterion variable, x1 = predictor variable, x2 = moderating variable

table four. 18: hypotheses for moderating impact of adaptive culture

manage variables	humandev	ambidexterity	adapt				
-none-a	humandev	correlation	1. 000	. 736	. 494		
	significance (2-tailed)		. 000	. 000			
	df	0	177	177			
	ambidexterity	correlation	. 736	1. 000	. 446		
	significance (2-tailed)		. 000	.	. 000		
	df	177	0	177			
	adapt	correlation	. 494	. 446	1. 000		
	importance (2-tailed)		. 000	. 000	. Df	177	177 0
adapt	humandev	correlation	1. 000	. 662			
	significance (2-tailed)		.	. 000			
	df	0	176				
	ambidexterity	correlation	. 662	1. 000			
	importance (2-tailed)		. 000	. Df	176	zero	

source: survey outcomes, 2019

the result from the analysis establishes adaptive lifestyle as a giant moderator of the connection between human aid improvement and ambidexterity. The proof generated from the analysis satisfies both criteria recommend inside the preacher and hayes (2004) observe and also pick out a full-size distinction in the indirect dating ( $r = \text{zero. } 736$ ,  $p = \text{zero. } 000$ ) as compared to the direct dating ( $r = 0. 662$ ,  $p = 0. 000$ ). The evidence suggests that an adaptive tradition not only predicts effects of ambidexterity ( $r = 0. 494$ ,  $p = 0. 000$ ) however it also definitely impacts on the relationship among human useful resource improvement and ambidexterity. On this vein, the null speculation of no vast relationship turned into rejected as evidence helps the function of adaptive lifestyle as a extensive moderator of these variables within universities in rivers country. Table 4.

Sixteen: hypotheses for moderating impact of participative culture

control variables	humandev	ambidexterity	component		
-none-a	humandev	correlation	1. 000	. 736	. 629
	importance (2-tailed)		. 000	. 000	
	df	0	177	177	
	ambidexterity	correlation	. 736	1. 000	. 484

	importance (2-tailed)	.000	.	.000				
	df	177	0	177				
	component correlation	.629	.484	1.000				
	significance (2-tailed)	.000	.000	.Df	177	177	0	
part	humandev correlation	1.000	.634					
	significance (2-tailed)	.	.000					
	df	0	176					
	ambidexterity correlation	.634	1.000					
	significance (2-tailed)	.000	.Df	176	0			

source: survey outcomes, 2019

the end result at the moderating function of participative lifestyle on the connection among human resource improvement and ambidexterity is revealed to be massive and fantastic in nature. The consequences show that participative way of life performs a full-size role in enhancing the impact of human aid development on the ambidexterity of universities in rivers kingdom. The evidence suggests that in which the indirect affect ( $r = \text{zero. } 736, p = \text{zero. } 000$ ) is taken into consideration as extra substantial and more obvious that the direct have an impact on ( $r = \text{zero. } 634, p = 0.000$ ), the connection between human useful resource improvement and ambidexterity may be affirmed as extensively moderated via the participative subculture of the colleges. On this word, the preceding hypothetical declaration of no huge moderating impact is rejected as the proof indicates that participative tradition notably influences on the connection among human useful resource development and ambidexterity of universities in rivers nation.

## Discussion of Findings

### **Organizational culture moderates the connection between human resource improvement and ambidexterity of universities in rivers state**

Organizational culture is discovered to have a vast moderator of the connection between human aid improvement and ambidexterity of universities in rivers kingdom; the null speculation was rejected on this foundation. Organizational tradition affords a powerful mechanism for controlling behaviour by influencing how we view the arena round us. Corporations do now not exist in a vacuum however in a specific subculture or socio-cultural environment that impact the way their personnel suppose, experience and behave. Organizational way of life is a totally powerful pressure that influences an employee's work life. It is the very thread that holds the corporation collectively. Therefore, managers and employees do now not work in a fee-loose environment; they are governed, directed and tempered by means of the employer's way of life (Ritchie, 2000). Thus, organizational way of life has sturdy influence on human resource improvement and organizational results. For employees, it is either the glue that bonds people to an agency or what drives them away. It entails requirements and norms that prescribe employees behaviour in a place of business (Martin, 2003).

As a result, organizational tradition is the underlying values, beliefs, concepts and practices that represent its control machine (Denison,1990). Most of the key factors for agencies to foresee success, sound organizational way of life and strong overall performance management practices are taken into consideration critical to control human sources. It's been some time due to the fact that researchers have diagnosed each direct and indirect relationship of culture and overall performance in determining agencies performance. Whilst studying organizational subculture, challenge is constantly located on the connection and interplay in the organisation as well as with the outside environment. As there's clean difference between "right" and "wrong ", there is also robust and weak tradition which might also encompass several qualities (e. G. Adaptive or participative in nature).

Schein (2010) highlights that organizational cultures will range in electricity and stability as a feature of the duration and emotional depth in their actual records from the instant they had been founded. This indicate that organizational lifestyle doesn't take place in a single day, it's far

cultivated starting from the start and its power might rely upon it. Ogbonna and harris (2000) shows that culture will remain associated with advanced performance best if the lifestyle is capable of familiarize to changes in environmental situations. Therefore, in addition it is also counseled that competitive and revolutionary cultures which are touchy to outside condition have a sturdy and wonderful impact on organizational overall performance. Emphasizing at the truth that the culture should now not simplest be sturdy, however it must additionally have particular with exquisite individual which is difficult to be imitated. As a result, dysfunctional culture is evident to reflect on the overall performance of the business enterprise. Dysfunctional organizational lifestyle can be characterised by way of lower effectiveness, efficiency and overall performance compared to different counterpart agencies. Consequently, having strong cultures is the cause for corporations to turn out to be successful. Severa studies had been conducted concerning the connection among the culture type and the organizational outcomes together with ambidexterity (Magee, 2002; lim, 1995).

The studies showed that a wonderful and sturdy tradition assist employee perform in a great way and gain success, at the same time as vulnerable and terrible cultures may additionally decrease their performance or even demotivate an wonderful worker. Therefore, agency subculture has a direct have an effect on on the relationship among human sources improvement and ambidexterity. According to Magee (2002), organizational subculture and human resource practices which includes development are interdependent. That is why managers have to recognize the effect of organizational lifestyle as a way to get the highest yield from practices together with human assets improvement, as a alternate in one impact immediately the opposite. A positive and strong lifestyle could make a mean person perform and obtain brilliantly whereas a terrible and vulnerable way of life may additionally demotivate an top notch worker to underperform and grow to be without a achievement. Consequently, organizational way of life has an lively and direct role in human resources development. Murphy and cleveland (1995) believe that studies on tradition will contribute to the expertise of human sources development.

Magee (2002) contends that with out considering the effect of organizational subculture, organizational practices which includes human assets improvement will be counterproductive due to the fact the two are interdependent and trade in one will effect the opposite. Lim (1995) defined that studies touching on organizational way of life to human assets improvement tend to differ in terms of the measures which are sued, throughout the forms of agency which can be studied. He additionally stated approximately the two research made that attempts to disprove the lifestyles of dating between culture and human assets improvement, however they failed because of unique motives.

According to Denison (1982), there may be stable evidence approximately the impact of an agency's lifestyle on human resources improvement. The proof that does exist is rarely presented in a shape that is convincing way to managers and executives and, consequently, these human assets problems regularly continue to be complicated. He summarized with the fact that, businesses with a participative subculture no longer handiest perform better than those with out this kind of culture, however the margin of distinction that widens over the years proposes a likely purpose – and-effect dating between subculture and performance. This isn't always sudden, because the performance measures usually relate to the quantity to which dreams applicable to the unique organisation are attained. Because of these elements it is certainly considered that organizational culture has the capacity to enhance organizational overall performance. Further, it turned into proven by means of lee and Yu (2004) "maximum organizational scholars and observers now understand that organizational subculture has a effective impact at the human sources development and lengthy-time period modern skills of establishments. The evidence of this have a look at indicates each adaptive and participative organizational subculture and human assets improvement courting brings achievement to ambidexterity.

This is as time and research has proven that organizational lifestyle either robust or susceptible has a sturdy influence within the universal results of organization. In other words, ambidexterity

of an business enterprise depends on the human assets improvement of its personnel, and this leads to the need for green control practices and cultural systems.

## CONCLUSIONS

This study specified that human useful resource improvement is essential and contributes drastically closer to ambidexterity of universities in rivers state. The adoption and emphasis on organizational cultural systems which allow for adaptive systems and which might be also participative, create room for gaining knowledge of and employees involvement in a way that enriches the functions of the human assets development practices of the enterprise and as such similarly enhances the nature of its impact at the ambidexterity of universities in rivers state

## RECOMMENDATIONS

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

iii. The development of the management of the business enterprise ought to focus on reaching consistency and the development of management which is adaptable to the converting requirements of the context of the institutions. On this experience control development should drive the enhancement of intention simultaneity, leadership talents and innovation in a manner that suits the rising dynamics of the surroundings and settings of the institutions and as such enables its ambidexterity

iv. The development of guidelines and frameworks which define and form the behaviour and relations in the employer, and between it and its environment, have to be such this is supportive of boom and understanding development in line with the converting characteristics and capabilities of the surroundings of universities. That is as such frameworks should be adaptable and additionally allow for participation from different contributors of the business enterprise, accordingly boosting its ability for progressed human assets improvement and ambidexterity.

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