

Succession Planning and Organizational Ambidexterity of Food and Beverages Firms in Rivers State Nigeria

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Abstract: *This study inquired into the relationship between succession planning and organizational ambidexterity of food and beverages firms in Rivers State. The cross sectional survey was adopted and a population of one hundred and sixty-eight (168) managers and supervisors of 15 selected food and beverages firms in Rivers State was covered in this study. A sample size of one hundred and eighteen (118) managers and supervisors were drawn from the population and the systematic sampling technique was adopted in the study. Copies of questionnaire were utilized in gather data and the data were analyzed using Spearman Rank Order Correlation. The result revealed that there is a significant relationship between the dimension of succession planning (Mentoring and management development) with the measures of organizational ambidexterity (exploration and exploitation). The study concluded that succession planning in terms of mentoring and management development is a key factor in enhancing the organizational ambidexterity of the food and beverages firms. It was recommended that the management of food and beverages firms should constantly organize a mentorship program to help boost the competence of the employees as such will help boost the firm's exploration ability.*

Keywords: *Exploration, Exploitation, Mentoring, Management Development, Organizational Ambidexterity, Succession Planning.*

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1.0 Introduction

The volatile character of the business domain has made many management scholars and practitioners to constantly search for ways to enhance the present fortune of their organization while also positioning the firm in a competitive stance in order to easily adapt to future varieties that are often imponderable. It is an undisputable fact that no business can operate in its utmost capacity when they are not able to cope with changes in the business domain. Hence, the need to operate effectively and also to main an effective potential advantage in terms of competition has made the issue of ambidexterity more necessary than ever. Kafetzopoulos (2020) maintained that organizational ambidexterity is a firm's ability to align with the present-day business demand when managing its business and also ensuring adaptability to fluctuations or turbulence in the environment. Schnellbacher, Heidenreich and Wald (2019) argued that an ambidextrous firm which has the capability of operating simultaneously in terms of exploring and exploiting, is likely to accomplish substantial performance than organizations which emphasizing one at the expense of the other.

In alignment with the assertion above, Rosing and Zacher, (2017) opined that the competitiveness of corporate entities in the short and long term can be enhanced through ambidexterity, because it combines high levels of exploration and exploitation. Through exploration, organizations can swiftly move towards novel opportunities, adjust to unpredictable markets and satisfy changing needs of the customer and they can be proactive and innovative. Similarly, through exploitation capability an organization can utilize the value of their assets, swiftly roll out current business models and reduce costs of ongoing operations (Kafetzopoulos, 2020). However, the success and how organization are able to maintain high ambidexterity can be influenced by the management of the organization. However, a firm that is able to maintain high ambidexterity today resulting from the competence of the management may witness a draw back after a time if the present management lack the competence. Hence, the idea to ensure succession planning has become a key factor in the present-day organization. Succession planning can be seen as the organized and deliberate process of ensuring the storage of treasured corporate knowledge required for firms continuity by recognizing while developing potential leaders which can replace the present leaders when they retire or leave the organization (Sharma & Sengupta, 2018). Furthermore, the ability of organization to groom their future leaders will go a long way in enhancing the competences of those leaders which will enhance their ability to drive the entire organization on the part of success. Despite the importance of enhancing organizational ambidexterity, there is paucity of works that has examined how succession planning relate with organizational ambidexterity. This study is geared towards bridging this observed gap by examining the relationship between succession planning and organizational ambidexterity of food and beverages firms in Rivers State, Nigeria.

Statement of the Problem

The food and beverages firms in Nigeria has generally witnessed high level of turbulence which has affected their fortune over the years. The problem of low ambidexterity of these firms has affected their performance level and it has also negatively affected the firms sustainability in the industry. Some firms that operated effectively in the past are sometimes finding it very difficult to even achieve their target owing to their inability to explore and exploit opportunity in the business domain. Often times, a change in the administration and management of firms do sometimes affect the wellbeing and efficiency of the firm. Today's firms require a group of high potential employees at all levels. In today's firms, building general competences, adaptability, and leadership potential at all organizational levels is a prudent course of action (Mamprin, 2002). It is worthy to note that the success, competitiveness and overall wellbeing of the food and beverages firms may be jeopardized if they are not able to maintain effective high level of ambidexterity. It is on this premise that this study critically inquire into the relationship between succession planning and organizational ambidexterity of food and beverages firms in Rivers state, Nigeria.

Aim and Objectives of the Study

The aim of this study is to examine the relationship between;

- I. Mentoring and exploration of food and beverages firms in Rivers State Nigeria.
- II. Mentoring and exploitation of food and beverages firms in Rivers State Nigeria.
- III. Management development and exploration of food and beverages firms in Rivers State Nigeria.
- IV. Management development and exploitation of food and beverages firms in Rivers State Nigeria.

Research Questions

The following questions were formulated;

- I. What is the relationship between mentoring and exploration of food and beverages firms in Rivers State Nigeria?
- II. How does mentoring relate with exploitation of food and beverages firms in Rivers State Nigeria?
- III. What is the relationship between management development and exploration of food and beverages firms in Rivers State Nigeria?
- IV. How does management development relate with exploitation of food and beverages firms in Rivers State Nigeria?

Research Hypotheses

The following null hypotheses served as tentative answer to the formulated questions;

HO₁: There is no significant relationship between mentoring and exploration of food and beverages firms in Rivers State Nigeria.

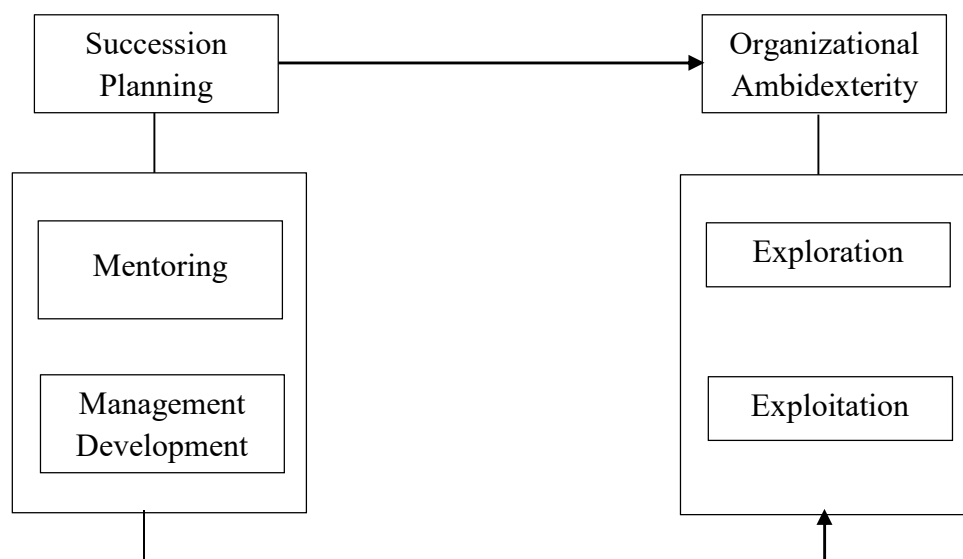
HO₂: There is no significant relationship between mentoring and exploitation of food and beverages firms in Rivers State Nigeria.

HO₃: There is no significant relationship between management development and exploration of food and beverages firms in Rivers State Nigeria.

HO₄: There is no significant relationship between management development and exploitation of food and beverages firms in Rivers State Nigeria.

2.0 Review of Related Literature

Conceptual Framework



Source: The dimensions of succession planning were adapted from Samuel and Amah (2016) while the measures of organizational ambidexterity were adapted from Kefetzopoulos (2020).

Concept of Succession Planning

Future plans for a company may be altered by a range of causes, including retirements, internal promotions, critical illnesses, fatalities, or individuals voluntarily leaving the firm to pursue employment elsewhere. Organizations must have a plan for replacing important staff to handle such transitions. In this light, succession planning is regarded as a suitable effort (Sambrook, 2005).

The traditional approach to succession planning, which involved identifying specific individuals for each job, does not function in the dynamic world of today, where competition is aggressive, work is fluid, the environment is unpredictable, organizations are flatter, and organizational configuration is frequently changed. Succession planning refers to a purposeful and methodical procedure for assuring the storage of key corporate knowledge required for business continuity by identifying and developing future leaders who can take over from existing leaders when they pass away, retire, or leave the company, (Soares et al., 2021). The first step of this procedure, sometimes known as "replacement planning," usually entails a detailed assessment of all senior management personnel' skill sets (Bano et al., 2021). Finding middle management personnel with the potential to eventually take the place of senior management comes next (Bano et al., 2021). Then, these potential successors receive training to help them acquire and improve the abilities necessary for them to assume leadership roles when the time is right (Bano et al., 2021). As a result, succession planning is an continuing process rather than a one-time event. It needs to be updated and reevaluated every year in light of the latest developments in the organization's internal and external environment (Hayden et al., 2021).

A systematic succession planning strategy should offer a company a number of advantages. First off, when employees can see a clear path to progression within the company, it may be a wonderful motivator for them to perform more, which in turn can result in higher job satisfaction (El Badawy et al., 2016). Second, a defined succession plan enables senior managers to train and educate their younger colleagues as a purposeful method for knowledge transfer that significantly improves company continuity (Weisblat, 2018). Thirdly, internal promotions become considerably simpler as a documented succession plan helps the firm to accurately assess the value each individual contributes (Best, 2016). Fourthly, a new generation of leaders will soon be required as the baby boomer generation in charge of today's leadership crop starts to retire. Having a structured succession plan demonstrates that an organization is prepared to deal with this unavoidable reality (Martin, O'Shea, 2021). Last but not least, from the perspective of shareholder-owned companies, having a clear succession plan gives shareholders assurance that knowledgeable individuals are being groomed to make certain the business runs smoothly if and when the current leadership passes away (Sain, Koul, 2020).

According to some studies, succession planning is a systematic effort to support managers who must identify a pool of high-potential candidates, improve those candidates' leadership skills, and then choose leaders from the potential leader pool. Others have described it as a purposeful,

systematic, and intentional endeavor to guarantee an organization's ability to fill vacancies in the future without favour or patronage (Matthew Tropiano, 2004).

Generally speaking, succession planning is a key framework for the safeguarding and advancement with outstanding potential personnel that considers the organization's resources (Johnson, et al., 1994).

Mentoring

As there is a high calibre of trust and respect between mentors and mentees, mentoring is one manner in which businesses can offer this support. This will enable the mentee to realize his or her potential and become what he or she aspirations are. Mentoring is acknowledged as a significant factor in boosting organizational capability (Ayodeji, et al 2015). There is indication from studies that innovation, investment, and growth are driven by the private sector. One of the best ways to generate greater and better jobs, higher wages, and prosperity, which in turn promotes economic independence and empowerment, is through competitive markets.

In many firms, mentoring is a mutual strategy for employee retention, knowledge transfer, and capacity growth. It serves as a conduit between two individuals who are frequently driven by a desire to further their professional objectives (Abouraia & Albdour, 2017). Numerous positive work outcomes, including career development and progress, promotion, compensation, job happiness, and involvement in this business, are brought about by mentoring in the workplace. Furthermore, mentorship programs, according to Hansford & Ehrich (2006), have had a positive impact on a number of prosperous fields like business, industry, and education. The major objective of mentoring is to assist staff members in fully grasping the details of their work promptly in order to facilitate the personal, professional, and career growth required for high levels of devotion to their positions (Ojeaga & Okolocha, 2019).

According to Wright and Smith (2000), mentoring is an active, interpersonal connection that takes place in the place of work between a mentor (someone having more expertise in a certain field) and a mentee (typically a novice in that discipline) (mentee). It is also a process of growth that is connected to the framework of teaching, facilitating, training, and counseling, with the intention of promoting persons and distributing knowledge (Renshaw, 2008). Mentoring has been defined as a self-improvement approach used by one individual to help another person grow by sharing knowledge, skills, values, knowledge, learning, proficiencies, and professional competence (Klinge, 2015).

Regardless of the person's line of work, mentoring is a potent technique that aids in the growth and enhancement of a person's personal and professional qualities (Ongek, 2016). According to Manjoh (2001), by fostering a mentoring culture, the top firms are taking concrete efforts to develop talent, enhance learning, performance, and retention. This is in response to the knowledge worker's increasing developmental issues.

It is important to use mentoring as a strategy to increase productivity and employee retention because many businesses do not want to lose their employees to rivals, especially the highly gifted ones (Batool et al 2012). In mentoring, an individual with greater knowledge or experience works with someone with less expertise or ability to provide guidance. A collaboration for knowledge and development between eager learners. Helping people develop more effectively is really what

it's all about. It is a connection intended to bolster the mentee's self-assurance and provide assistance so they may take charge of their own development and work with confidence (Bekimbo, 2006).

The management idea of mentoring contains goals and objectives for which it is acknowledged as an organizational tool. The goal of mentoring, according to Manumbi et al. (2004), is to transfer high performing employees' knowledge, abilities, and experience to newer or less experienced workers in a bid to improve their careers and performance.

Focusing on learning goals, expecting to lead the mentoring relationship, setting smart goals that will contribute to development, being genuine, open, and honest, and demonstrating a willingness to attend mentoring meetings are some of the fundamental practices of mentoring (Batool, et al 2012). Given the aforementioned, it is crucial to note that the mentoring relationship should be built on trust, confidentiality, respect, and sensitivity. The relationship should be founded on mutually agreed-upon ground rules and boundaries that take into account the power imbalances between the mentor and mentee.

Management Development

A key aspect of organizational development is management development, which involves selecting, assessing, and preparing executives for higher-level leadership positions. The development of cognitive (thinking, idea generation, and decision making), behavioral (choosing appropriate attitude and values), environmental (adopting management style in accordance with situation), and behavioral (choosing appropriate attitude and values) abilities are frequently involved in this process (Business Dictionary.Com, 2014). Effective management is essential for any organisation, and the study's contribution to societal necessities, according to Mullins (1999).

Mullins (1999) asserts that management is the key to an organization's success and its capacity to meet the social expectations of the community. The determination of development is to get management ready for the current job, any upcoming modifications to the position, and any upcoming positions. According to the web dictionary, management development is therefore the process through which managers develop and strengthen their skills for the benefit of both the businesses and themselves. Due to the fact that managers must have a balance of technical, social, and conceptual knowledge and skills, which they can only acquire through a combination of education and experience, both seasoned managers and new hires must constantly pursue managerial growth. Developing managerial skills is meant to prepare the manager for impending changes to their current job or for a prospective future position or role. However, management development is expected to include training. Walker, Caepenter, et al. (2002) defined management development as the method of instructing and preparing staff members to serve as successful managers and their monitoring of their managing skills' development through time.

According to the Management Development Institute of India, "management development is the development of management done over and above its science and theory, of its use and application in organizations, corporations, and institutions, alike in relation to the organization and manager, in order to re-equip both to fulfill their purposes more effectively and in harmony with one another and both with the environment in which they function and have their being and hope to thrive (Khan, Tayal and Khalique, 2015). Managers benefit personally and professionally from this process by learning more, broadening their knowledge, and honing their skills.

Nakkiran and Karthikeyan (2007) assert that the objectives of management development are to improve managers' overall effectiveness in their current positions and to prepare them for positions of greater responsibility after promotion. They describe training as a company's attempt to increase employee productivity. Maintaining and improving current job performance is facilitated through training. There are several solutions available to managers who wish to ensure their personal development and that of those around them (Dale, 1998).

Training exercises have their place in development and can help with the improvement of both new and seasoned skills. He contends that using such abilities is necessary for learning to occur fully, and his top goal is the continual development of skills in the workplace. Fee (2001) asserts that managerial advancement is a significant contributor to the success of commercial businesses. According to him, employee development is a subsection of human resource management, which is a subset of management development. According to Henry (2006), development gets more and more important as staff members gain more authority and knowledge evolves more swiftly. He discusses the relationship between development, creativity, and happiness.

Umoh, Amah, and Wokocha (2014); William, James, and Susan (2002) defined management development as the route of educating and training staff employees to become effective managers and tracking the improvement of those skills through time. A cumulative number of companies are utilizing management development as a tactic to accomplish their objectives. They assert that management training programs also include a diversity of these elements, such as job rotation, understudy jobs, on-the-job training, and off-the-job training. According to Amah (2010), the aim of management development is to guarantee that the men chosen to be future executives are properly trained and ready for action at the time they are scheduled to assume their designated position within the overall plan.

Management education, management training, and on-the-job experiences are said to be the three key approaches/methods for management growth, according to Wexley and Baldwin (1986). Contrarily, Holman (2000) proposed four approaches for management development, including: i) academic liberalism through scholarly articles; ii) experiential liberalism; iii) experience - based vocationalism, in which managers' experience comes from practicing in their organizations; and iv) experiential critical, in which managers seek "emancipation" by becoming critical.

Concept of Organizational Ambidexterity

The capacity of an organization to balance the trade-offs between several activities performed concurrently is known as organizational ambidexterity (OA) (Rothaermel & Alexandre, 2009; Strokes, Moore, Smith, Larson, & Brindley, 2017). Companies must reduce internal structural tensions and competing task environment demands in order to be ambidextrous (Malik, Pereira, & Tarba, 2019; Sukoco, 2015; Zhan & Chen, 2013). These trade-offs were once thought to be insurmountable, but recent research shows that ambidextrous organizations can pursue the seemingly incompatible goals of utilizing available resources and pursuing new opportunities at the same time (O'Reilly & Tushman, 2013; Pereira et al., 2020; Raisch et al., 2009).

The term "ambidexterity" refers to an organization's potential to successfully carry out two opposing tasks at once. Examples include exploration and exploitation, flexibility and efficiency, responsiveness and integration, alignment and adaptation, and many more (Wu et al., 2020). Ambidexterity is observed as an organizational skill to simultaneously tail and reconcile

exploitation and exploration strategies inside the firm in both the strategy and international business research streams (Khan, et al., 2020; Malik, Pereira, & Tarba, 2019). Ambidexterity is typically recommended to increase a company's long-term survival and performance (Birkinshaw, Zimmermann, & Raisch, 2016; Vahlne & Jonsson, 2017).

According to O'Reilly and Tushman (2008; 2011), organizational ambidexterity is defined as simultaneously achieving both exploitation or improving efficiency in present business activities and exploring new business concepts. The ability of businesses to participate in both exploitative and exploratory innovation is linked to establishing a competitive advantage, increasing sales, and long-term firm survival (Dhir and Dhir, 2018; He and Wong, 2004). This is also because focusing primarily on current competencies suggests a success trap, which acts as organizational inertia and prevents it from adapting to changing environmental conditions, leading to poor performance outcomes, whereas concentrating primarily on exploratory innovation activities suggests a failure trap. As a result, organizations that can implement both intermediate step (exploitation) and groundbreaking (exploration) change at the same time in the face of environmental turbulence are said to be ambidextrous (Tushman and O'Reilly, 1996), and organizational ambidexterity promotes technological innovation, competitive advantage, and firm survival (Koryak, et al., 2018).

Following March's (1991) emphasis on balancing resource exploitation and resource discovery (also known as disruptive innovation) to build sustainable capacity, the idea of ambidexterity gained importance. As a result, Tushman and O'Reilly (1996) looked at ambidexterity as the capacity of an organization to exercise both progressive and revolutionary change through the arrangement of various and incompatible structures, cultures, or processes. To achieve innovative breakthroughs at the team level, Li et al. (2018) countered that a balance between knowledge exploitation and knowledge exploration is insufficient. This is because, in the management of knowledge, knowledge exploration must be given a higher priority than knowledge exploitation. Additionally, it has been noted that concurrent exploration and exploitation activities cause conflicts within organizations since they are path-dependent, compete for limited organizational resources, and call for various organizational routines, systems, and mindsets (March, 1991). Because of this, despite the enormous growth in ambidexterity research over the past few years, there has been very little success in explaining or resolving the contradictory aspects of various strategies, and there have even been very few beneficial insights into how these strategies are connected and under what circumstances they should be used (Alizadeh and Jetter, 2019).

According to research, two approaches—structural and contextual—help businesses become ambidextrous. According to structural ambidexterity, firms should create distinct organizational units, or "dual structures," to compromise between the needs of exploitation and exploration, allowing some units to concentrate on existing competencies while others look for new opportunities. Contrary to structural ambidexterity, contextual ambidexterity was proposed by other researchers in 2004 by Gibson and Birkinshaw (March, 1991). Contextual ambidexterity refers to a company's ability to implement ambidexterity across a single business unit. This could be accomplished by not only creating different structures but also by carrying out procedures that encourage and support decision-making in dividing the time between two opposing demands of an ambidexterity construct (Gibson and Birkinshaw, 2004). In addition, He and Wong (2004) defined ambidexterity as a company's capacity to compete in established markets, which calls for organizational effectiveness as well as exercising radical innovation in developing markets through the development of new products and services.

Exploration

Exploration is the term used to describe the finding of new goods, services, information, and opportunities as well as the drastic changes and experiential learning that go along with it. Exploration is the process of developing the skills and resources needed to manage the future (strategic goals and stay ahead of future competition). Exploration focuses on the company's requirements for sustainable growth.

Exploration necessitates a departure from the existing knowledge and capabilities of the organization. These changes may be a result of acquiring new technical skills, market knowledge, or outside relationships (Lavie & Rosenkopf, 2006; Smith & Tushman, 2005). Since then, exploration has been widely linked to ideas like organizational diversity, diversification, and variance. Search, variation, taking risks, experimenting, discovery, and innovation are some of the actions involved in exploration.

Exploration innovation activities aim to make use of already-existing information and expertise so that businesses might commit resources to a risky activity and create goods and services to meet emerging market demands (Ribau, et al. 2019). SMEs in emerging nations must get over their short-term thinking and aim to serve new products that aren't typically created and offered on home marketplaces. As a result, only businesses with significant dynamic capabilities may succeed in global marketplaces. In this situation, it is anticipated that internationally oriented SMEs will be prepared to take on the risk of meeting brand-new wants that are unusual for their native market.

Exploitation

According to March (1991), exploitation entails "search, variation, risk-taking, experimentation, play, flexibility, discovery, and creativity," as opposed to exploitation, which is characterized as "refinement, choice, production, efficiency, selection, implementation, and execution." This definition's breadth is fairly broad and it leaves room for several interpretations. In later work, Levinthal and March limited the application of these activities to the field of knowledge, asserting that while exploitation entails "the use and development of things previously known," exploration entails "the seeking of new knowledge" (Levinthal & March, 1993). Exploitation is the improvement of currently available goods, services, information, and skills, and it's connected to little adjustments and learning from local search (Benner & Tushman, 2003; March, 1991). Exploitation, to put it simply, is the development of resources and competencies to manage the present (short-term organizational goals and stay ahead of current competition),

When an organization tests with a new technology for the first time, it engages in exploration; nevertheless, when it repeats these experiments or applies newly learned information, it creates exploitative patterns and gains more familiarity with that information. As a result, exploration leads to exploitation (Brunner, Staats, Tushman, & Upton, 2009).

Scholars frequently find it difficult to discern between exploration and exploitation, despite the fact that new knowledge generation depends in part on an organization's current knowledge base (Cohen & Levinthal, 1990). In this context, we contend that exploitation refers to expanding an organization's current knowledge base. The organization's operations are aimed toward exploitation as long as it maintains a technical trajectory and makes use of its current competencies

and capabilities. Organizational focus, expertise, and variance reduction have all been collectively referred to as "exploitation."

Exploitation innovation is associated with incremental innovation, which is routine actions aimed at enhancing the firm's current innovation capabilities in order to increase performance (Ribau, Moreira & Raposo, 2019, March, 2001). Exploitation innovations look out new information and abilities to help businesses better their current goods in the markets they now serve (Olsson, et al., 2010; Yi, Wang and Kafouros, 2013). In order to attain a competitive superiority through performance-enhancing activities to gain competitive edge in the short term, it is required that SMEs aim to advance their performance by upgrading their current knowledge and abilities.

Empirical Review

Alabadi, Alsachit, and Almajtwme (2018) inquired into the impact of strategic ambidexterity on organizational success: strategic scenario as moderating variable. The populations of the study were drawn from top and mid-level managers of Iraqi General Cement Questionnaire was adopted to collect data. Questionnaire was adapted from Gibson & Birkinshaw (2004). Purposive sampling technique was adopted to identify the appropriate respondents who have relevant knowledge and experience. The data analyzed using regression analysis. The results confirm the hypothetical assumption that strategic ambidexterity positively effects the organizational success in Iraqi General Cement Company. This study contributes to the literature to explain the role of strategic ambidexterity in particular strategic scenario. This study also contributes to the works on the measurement of strategic ambidexterity and magnitude on organizational success under strategic scenario. It was concluded that the results of this study revealed that strategic ambidexterity has a positive association with organizational success while strategic scenario has a moderating role on the relationship of strategic ambidexterity and organizational success.

Peerera, Sutha and poornima (2018) carried out a study on the impact of effective succession planning practices on employee retention of private business organizations in Sri Lanka. The population was employee of a private business conducted in Sri Lanka. The researcher use quantitative and deductive design for the purpose not this study. Data was obtained using questionnaire. Data were collected under a cross-sectional method for the research study. The researcher has utilized the collected data to carry out the study. Finally, data were analyzed by using SPSS 21 version data analyzing package in order to achieve the research objective. Data analysis was done according to the research objectives by using descriptive statistics, correlation, simple regression, and multiple regression analysis. Base on demographic factor analysis. The result indicates that the performance Goal Orientation moderator was strong and positively correlates with Effective Succession Planning practices and Employees Retention. Researcher proved there is a positive impact from Effective Succession Planning practices to the Employees Retention researcher concluded that Male middle- level managers are available more than Female middle- level managers in private business organizations in Sri Lanka. Additionally, According to the descriptive statistics, it was researcher demonstrated that employees who are working in private business organizations are almost agreed with their organizational effective succession planning practices.

Cindy and Kafetzopou (2021) carried out a study on organizational ambidexterity: antecedents, performance and environmental uncertainty. The research was carried out in Greece and an exploratory design was used for this research. Questionnaires were used obtained data. The data

had been analyzing by using Statistic Package for Social Sciences (SPSS). Analysis of data was done using regression method. The results show significant and positive correlations at $p < 0.01$, indicating the interdependence of the six dimensions. It was therefore concluded that the relationship between organizational ambidexterity and business performance, the role of proactiveness and quality orientation as antecedents in enhancing ambidexterity and the impact of environmental uncertainty on the above relationships.

Shenshem and Al-Najar (2020) carried out a study on the impact of organizational ambidexterity on strategic orientations: The mediating role of organizational innovation in private hospitals in Jordan. The population of the study was carried out at a private hospital in Jordan. The study used an exploratory design for the purpose of this research. Questionnaire was used to obtain data at which 620 managers and upper administrative level were given questionnaire. A stratified random sampling was used to determine sample size of the research. The study arrived at the following results: Organizational ambidexterity is of moderate importance, higher importance in strategic orientations, and moderate importance in organizational innovation in private hospitals in Jordan. Second, there is a statistically significant influence at ($P \leq 0.05$) for organizational ambidexterity with its magnitudes on the strategic orientations with their combined dimensions in private hospitals in Jordan. Finally, there is a statistically significant impact at ($P \leq 0.05$) for organizational ambidexterity with its dimensions on the strategic orientations with their combined dimensions in the presence of organizational innovation in private hospitals in Jordan. Accordingly, the study recommended the following: The upper administration in hospitals need to work on promoting the concept of organizational ambidexterity. The emphasis is on the procedure of creating balance between exploring opportunities and exploiting them. In addition, hospital management should take care of the staff by achieving innovation and encouraging the creation and prioritization of an innovative culture.

3.0 Methodology

The survey design was adopted in this study and a total population of one hundred and sixty-eight (168) managers and supervisors of 15 selected food and beverages firms in Rivers State was covered in this study. A sample size of one hundred and eighteen (118) managers and supervisors were drawn using the Krejcie and Morgan (1970) table. The systematic sampling technique was used and copies of questionnaire were administered to respondents in order to obtain relevant data from respondents. The predictor variable (succession planning) was operationalized using mentoring and management development as given in Samuel and Amah (2016). 5 items were used in measuring mentoring (my organization ensures proper mentoring program for employees) and 5 items were used in measuring management development (my organization is committed in ensuring the development of the employees). The criterion variable was measured using exploration and exploitation as given in Kefetzopoulos (2020). 5 items were used in measuring exploration (my organization always seek for novel ideas by thinking outside the box) and a set of 5 items were used in measuring exploitation (my organization is very committed towards quality improvement and lower cost). The responses to the items were measured on a 4-point likert scales ranging from 1 – 4. Where 1 = Strongly disagree, 2 = Disagree 3 = Agree and 4 = Strongly agree. The data were analyzed using Spearman Rank Order Correlation so as to ascertain the relationship among the variables.

4.0 Result

A total of 118 copies of the questionnaire were distributed to respondent, however, only 106 copies were correctly filled and used for the study. The test of the hypotheses was undertaken at a 95% confidence level, implying a 0.05 level of significance.

Decision rule: $P > 0.05$ for acceptance of the null hypothesis and $P < 0.05$ for rejection of the null hypothesis.

Table 1: Mentoring and Measures of Organizational Ambidexterity

			Mentoring	Exploration	Exploitation
Spearman's rho	Mentoring	Correlation Coefficient	1.000	.612	.494
		Sig. (2-tailed)	.	.000	.000
		N	106	106	106
	Exploration	Correlation Coefficient	.612	1.000	.030
		Sig. (2-tailed)	.000	.	.422
		N	106	106	106
	Exploitation	Correlation Coefficient	.494	.030	1.000
		Sig. (2-tailed)	.000	.422	.
		N	106	106	106

The outcome of the hypothesis one in table 1 showed that mentoring has a significant and positive relationship with exploration given a P-value of 0.000 and a rho value of 0.612. The null hypothesis was rejected and the alternate accepted. Furthermore, The analysis of the hypothesis two in table 1 showing how mentoring relates with exploitation, revealed that mentoring has a moderate positive and significant relationship with exploitation given a P-value of 0.000 and a rho value of 0.494. Hence, the null hypothesis was rejected and it was noted that there is a significant and positive relationship between mentoring and exploitation of food and beverages firms in Rivers State Nigeria.

Table 2: Management Development and Measures of Organizational Ambidexterity

			Management Development	Exploration	Exploitation
Spearman's rho	Management Development	Correlation Coefficient	1.000	.426	.379
		Sig. (2-tailed)	.	.000	.001
		N	106	106	106
	Exploration	Correlation Coefficient	.426	1.000	.030
		Sig. (2-tailed)	.000	.	.232
		N	106	106	106
	Exploitation	Correlation Coefficient	.379	.030	1.000
		Sig. (2-tailed)	.001	.232	.
		N	106	106	106

Based on the analysis as shown in table 2, the result on how management development relates with exploration revealed that there is a significant and positive relationship between management development and exploration with a P-value of 0.000 which was less than the level of significance and the correlational value was 0.426. the null hypothesis was rejected and the alternate hypothesis was accepted. The outcome of the fourth hypothesis investigated how management development is correlated with exploitation. The P-value of 0.001 was less than 0.05 level of significance and this depict a significant relationship amongst the variables. The rho value of 0.379 between management development and exploitation shows that a moderate and significant relationship exist amongst the variables.

5.0 Discussion of Findings

Ensuring organizational ambidexterity is essential so as to increase the firms fortune. In alignment with the analysis, it can be deduced that mentoring in the organization play a critically role in enhancing the exploration capacity of the organization. When employees are well mentored, such will enhance the ability of the employees to explore necessary opportunities in the business domain. Increasing mentoring in organization leads to an increased level of exploration and exploitation. The correlational value between mentoring and exploration was 0.612. This revealed a high and positive relationship amongst the variable. Thus, the higher the mentoring, the more the exploration will increase. The coefficient of determination was 0.37 which implies that a unit change in mentoring will result in up to 37% variation in exploration. The coefficient of determination between mentoring and exploitation was 0.24 which depict that a unit change in mentoring account for up to 24% in exploitation. Furthermore, management development does positively and significantly relate with the dimensions of organizational ambidexterity. An increase in management development does positively enhance the exploration of organization. The link between management development and exploration of 0.426 shows that a moderate relationship exists between management development and exploration. Again, the coefficient of determination between management development and exploration was 0.18 which indicated that a unit change in management development does account for 18% change in exploration. The coefficient of determination between management development and exploitation was 14%. Hence, 14% change in exploitation of the food and beverage firms is due to a unit change in management development. Organizational that focuses on succession planning are able to enhance their organizational ambidexterity. This findings align with that of Cindy and Kafetzopou (2021) which maintained that organizational ambidexterity boost business performance and they posited that proactiveness and quality orientation help in enhancing ambidexterity. El-Badawy et al., (2016) noted that a systematic succession planning strategy does offer a company a number of advantages and help boost their fortune.

6.0 Conclusion and Recommendation

Maintaining present organizational fortune and sustaining future success for the organization is a continues and unending quest for all organization. Through organizational ambidexterity, organizations are able to sustain operation in the ever dynamic business domain. One of the sure means for organization to enhance their ambidexterity is by ensuring proper and effective

succession planning. Organizational fortune can be crumbled when there is lack of well equipped and talented employees to handle the challenges that befall the organization. Succession planning help equip the employees and also prepare them for eventualities and their ability to exploit opportunity in the dynamic business domain. Conclusively, succession plaining in terms of mentoring and management development is a key factor in enhancing the organizational ambidexterity of the food and beverages firms. Drawing from the findings and conclusion, the following recommendations are proffered;

- i. The management of food and beverages firms should constantly organize a mentorship program to help boost the competence of the employees as such will help boost the firm's exploration ability.
- ii. The management should also identify employees who are passionate about the organization and then mentor them to tackle the eventualities in the business domain so as to enhance the firm's exploitation ability.
- iii. Development programs should be encouraged in the organization as such will help boost the firm's ambidexterity.
- iv. Organizations should always develop strategies to improve in employees the essential skills needed to take over managerial position as such will help enhance organizational ambidexterity

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