Employee Capability Development and Organisational Adaptation of News Media Establishments in Rivers State, Nigeria

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Abstract

This study examined employee capability development and organizational adaptation of news media establishments in Rivers State. A review of extant literature on variables such as employee capability, employee training, mentoring, organizational adaptation, and career development. The study adopted the random sampling technique in selecting the employees and purposive sampling technique in selecting the establishments to be included in the study. A population of one hundred and fifty respondents were obtained from fifteen news media establishments. The Pearson Product correlation test statistics was employed in examining the three formulated hypotheses. A structured questionnaire was adopted as the research instrument. The study revealed that employee training, mentoring, and career development all contributes to organizational adaptation respectively. Based on the findings, the study concluded that employee capability development contributes to organizational adaptation. Following the findings and conclusion, the study recommended that News media establishments should endeavour to prioritize worker training (via delegation of authority, encouragement of participation, promote learning culture, encourage brainstorming and group learning) so as to build workers that have the ability to adjust to organizational needs and demands.

Keywords: Capability development, career development, mentoring, organizational adaptation, training.

INTRODUCTION

In today's rapidly evolving business environment, organizations face unprecedented challenges in adapting to technological advancements, changing market dynamics, and global competition (Reeves et al., 2023). Furthermore, they noted that the rapid pace of technological change requires employees to continuously update their skills to harness new tools and platforms effectively. The shift towards remote work and digital transformation necessitates new competencies in virtual collaboration, digital communication, and cybersecurity (Raghuram et al., 2022). Organizational adaptation encompasses the ability of a company to adjust its strategies, structures, and processes in response to internal and external changes. Employee capabilities form the foundation upon which organizational adaptation can effectively occur (Benson et al., 2020). As employees acquire new skills and knowledge, they contribute to the organization's adaptive capacity by identifying opportunities, implementing innovative solutions, and responding proactively to challenges (Jackson et al., 2021).

Today's dynamic business environment, which characterized by rapid technological advancements, globalization, and unpredictable market conditions, organizational adaptation is essential for survival and growth. Organizations that can effectively adapt not only mitigate risks but also capitalize on emerging opportunities (Eisenhardt & Martin, 2000). This adaptive capability is increasingly recognized as a core competency that distinguishes successful organizations from their peers (Teece, Pisano, & Shuen, 1997), and can be strategic (Eisenhardt & Martin, 2000), structural (Hatch, 1997), or technological (Rogers). According to Lee and Chang (2022), companies that embrace agile methodologies are better equipped to respond swiftly to market shifts and customer demands. This flexibility allows them to capitalize on emerging opportunities while mitigating risks associated with uncertainty. Leadership also plays a critical role in driving organizational adaptation. Effective leaders promote a culture of openness to change and innovation (Johnson, 2018). By fostering a climate where experimentation and learning are encouraged, leaders empower employees to adapt proactively to new challenges and opportunities.

There is a growing emphasis on integrating sustainability practices into organizational strategies to adapt to regulatory pressures and consumer expectations (Hahn et al., 2015). Also, organizations are increasingly adopting digital technologies to enhance agility, efficiency, and customer engagement (Bharadwaj et al., 2013). Organizations are increasingly focusing on developing inclusive leadership and cultural competence among employees to foster diverse and equitable workplaces (Smith et al., 2023). Central to an organization's ability to thrive amidst these challenges is its capability to continuously develop and leverage the skills and competencies of its workforce.

Employee capability development plays a crucial role in enabling organizational adaptation, ensuring that companies remain agile, innovative, and resilient in the face of change. Smith (2020) maintained that employee capability development can be understood through the various perspectives that contributes to the enhancement of skills, knowledge, and competencies crucial for organizational success. He noted training and development as primary to employee capacity development, **coaching and mentoring** (Jones & Johnson, 2019), **performance management**, career planning and development (Brown et al., 2021; Davis, 2018), leadership development (White and Black, 2022), creating a supportive environment where continuous learning is encouraged, and employees feel motivated to develop their capabilities (Adams & Clark, 2020), and emphasizing the adoption of new technologies and the promotion of innovative thinking (Garcia & Martinez, 2017).

Following the gap in scholarly materials examining the relationship between employee capability development and organizational adaptation, this paper will fill this gap by examining how mentoring, training, and career development can be used in relation to organizational adjustment and alignment to environmental changes for growth and survival. The following research questions were developed to examine the relationship understudied and accompanied by its research.

Research Questions
i. What is the relationship between employee training and organizational adaptation of news media establishments in Port Harcourt, Rivers State?
ii. What is the relationship between employee mentoring and organizational adaptation of news media establishments in Port Harcourt, Rivers State?
iii. How does employee career development relate to organizational adaptation of news media establishments in Port Harcourt, Rivers State?

i. Research Objectives
ii. To examine the relationship between employee training and organizational adaption of news media establishments in Port Harcourt, Rivers State.

iii. To determine the relationship between employee mentoring and organizational adaptation of news media establishments in Port Harcourt, Rivers State.
iv. To examine the relationship between employee career development and organizational adaptation of news media establishments in Port Harcourt, Rivers State.

Research Hypotheses
The following hypotheses were formulated specifically for this study

Ho$_1$: There is no significant relationship between employee training and organizational adaption of news media establishments in Port Harcourt, Rivers State.

Ho$_2$: There is no significant relationship between employee mentoring and organizational adaptation of news media establishments in Port Harcourt, Rivers State.

Ho$_3$: There is no relationship between employee career development and organizational adaptation of news media establishments in Port Harcourt, Rivers State.
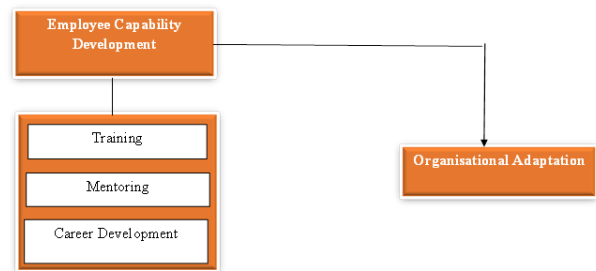
Conceptual Framework

Fig. 1: Conceptual framework for employee capability development and organizational adaptation

LITERATURE REVIEW
Organizational Adaptation
Sarta et al. (2020:44) defined "organizational adaptation as the intentional decisions undertaken by an organization and its members, leading to observable actions that aim to reduce the distance between an organization and its economic and institutional environments". Organizational adaptation is defined as "the extent to which an organization creates or responds to changing demands or opportunities in the environment" (Ployhart & Turner, 2014, 128). Furthermore, they maintained that this ability is determined by how well the organization has developed its employees and the willingness of the organization to quickly adjust to changes.

Lawton and Rajwani (2017) maintained that organizational adaptation mechanisms in organisations are practiced through strategic flexibility, learning capabilities, and dynamic capabilities. Strategic flexibility allows organizations to alter their strategies swiftly in response to environmental shifts (Barney & Hesterly, 2015). Learning capabilities involve the organization's ability to acquire, interpret, and apply new knowledge effectively (Lane et al., 2016). Dynamic

capabilities encompass the organization's capacity to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments (Teece, 2014).

The Concept of Employee Capability Development

Noe (2020) defined employee capability development as the deliberate and systematic efforts designed by organizations with the sole purpose of enhancing the knowledge, skills, abilities, and competencies of their workforce through various learning and development initiatives. Furthermore, he maintained that these initiatives are designed to improve individual performance, foster continuous learning, and support organizational goals. According to Saks and Haccoun (2016), employee capability development activities include formal training programs, informal learning opportunities, coaching, mentoring, and job rotations practices that are aimed at equipping employees with the skills necessary to adapt to changing job requirements and contribute effectively to organizational success. Furthermore, they noted that employee capability development is critical for organizational competitiveness and sustainability, as it enhances employee engagement, satisfaction, and retention (Saks & Haccoun, 2016).

According to Noe (2017), employee capability development involves "activities that organizations engage in to enhance the knowledge, skills, and abilities of their employees" (p. 4). These activities are designed to foster continuous learning and growth, enabling employees to perform effectively in their current roles and to adapt to evolving job requirements and organizational goals (Garavan et al., 2016). Employee capability development is integral to organizational success as it not only enhances individual performance but also contributes to employee satisfaction, retention, and organizational competitiveness (Becker & Huselid, 2006). Investment in capability development within an organization is targeted at building skilled and resilient workforce that are capable of driving innovation, productivity, and long-term growth (Teece, 2007).

Employee Training

Noe (2020:6) defines employee training as "planned activities championed for the facilitation of employee learning of job-related knowledge, skills, and behaviors". **Saks and Haccoun (2016)** define employee training as "a planned process geared towards the modification of workers' attitudes, knowledge, skills, or behaviors through the development of learning experiences to achieve improved performance and the attainment of organizational goals and objectives " (p. 13). Similarly, **Salas et al. (2012)** averred that employee training is learning interventions that is designed, developed, and executed systematically for the enhancement of employees' capabilities to perform specific tasks and meet organizational needs. Trained employees are valuable assets to organisations as they are more receptive to organizational changes and quickly adapt, as they have the capacity of responding to market changes and customer demands effectively (Teece, 2007).

Employee Mentoring

Clutterbuck (2014) defined mentoring as a two-way learning relationship developed by organisations for the purpose of capacity development, in which the mentor shares knowledge, experience, and advice, while the mentee contributes ideas, asks questions, and seeks to develop their career. Allen and Eby (2020:6) define mentoring as "a process for the informal transmission of knowledge, social capital, and the psychosocial support perceived by the recipient as relevant to work, career, or professional development". Similarly, Ragins and Kram (2007:4) maintained that mentoring is "a developmental relationship in which a more experienced or more knowledgeable person helps a less experienced or less knowledgeable person".

According to Clutterbuck (2013:13), mentoring is "a developmental relationship that facilitates learning through observation, experience, and dialogue, where both parties contribute to the success of the relationship". Similarly, Ragins and Verbos (2007) noted that mentoring is a process in which an experienced, highly regarded, empathetic person (called the mentor) guides another individual (known as the mentee) in the development, growth, and re-examination of their own ideas, learning, and personal and professional development and career growth. Furthermore, they maintained that mentoring helps organisations to better reach and attain their set objectives and goals.

Career Development

Inkson (2007:42) defines career development as "a systematic lifelong process and procedures of learning and interaction with others in an organization, for the sole purpose of building workers to manage their work roles and occupations in ways that align with their personal values, beliefs, and life goals". Career development facilitates succession planning by identifying and preparing future leaders within the organization. It ensures a pipeline of qualified individuals who can step into key roles, thereby ensuring continuity and sustainability (Cascio, 2018). Effective career development programs can attract top talent to the organization. Potential employees are drawn to organizations that prioritize and invest in employee growth and development, thereby enhancing the organization's competitive advantage in the labor market (Gubler, Larkin, & Pierce, 2017).

Career development is "the process through which individuals develop their psychological and sociological identity related to work roles" through the creation of personal growth and organizational fit balance in their career progression (Hall, 2002, 17). Savickas (2011:5) defined career development narratively as "the process by which individuals come to understand themselves as occupational beings and develop the knowledge, skills, and attitudes necessary to achieve their career goals". In buttressing this definition, Nyberg et al. (2016) noted that better-engaged and motivated employees who continuously develop their skills and knowledge contribute positively to organizational performance. They maintained that such workers are better equipped to handle challenges, innovate, and contribute to achieving organizational goals (Nyberg et al., 2016). Arthur, Khapova,

and Wilderom (2005) argued that career development programs provide employees with opportunities for growth, advancement, and skill enhancement. They emphasized that it fosters higher levels of engagement and motivation for the employees, and as such, they feel valued and supported in their career aspirations which helps them to give in their best for the growth of the organisation.

Employee Capability Development and Organisational Adaptation

Well-trained employees are better equipped to innovate, identify opportunities, and solve complex problems. This capability enables organizations to adapt their strategies and operations in response to changing market demands (Teece, 2018). Similarly, Oreg, Vakola, and Armenakis (2011) maintained that workers with enhanced capabilities are more likely to accept and be prepared for organizational changes and adapt to new technologies or processes, which reduces resistance to change and allows for smoother transitions during periods of organizational transformation and adaptation. Edmondson and Lei (2014) averred that organizations that prioritize capability development build a culture of continuous learning and improvement, which is a proactive approach that ensures that workers have acquired new skills required for globalisation industry trends, market positioning, and competitive advantage.

Smith, Johnson, and Williams (2021) conducted a case study analysis exploring the relationship between employee training and organizational adaptation. The study aims to understand how employee training initiatives contribute to an organization's ability to adapt to changes in the business environment. They maintained that training better equip workers to respond to internal and external changes effectively, through adapting strategies, processes, and systems that will help the organization to remain competitive and meet evolving customer demands. They maintained that employee training is a strategic tool for organizational adaptation, as it is investment in employee development to foster agility and resilience for today's dynamic business environment.

Similarly, Inkson, Gunz, Ganesh, and Roper (2012) explored how individuals manage their careers across organizational boundaries and the role organizational career anchors play in shaping career development and adaptation in contemporary work environments. They noted how boundaryless careers transcend traditional organizational boundaries, which enables workers to accumulate diverse experiences and skills (such as technical/functional competence, managerial competence, autonomy/independence, etc.) across different sectors and industries to influence their career decisions and adaptability. Furthermore, they maintained that career development help workers in various arrangements, such as skill development, networking, and mobility strategies, to enhance their career prospects in dynamic organizational contexts.

METHODOLOGY

This study focused on news media enterprises in Port Harcourt, Rivers state. For this study, we adopted the purposive sampling technique, and 10 employees were selected from each of the news media establishments in Port Harcourt. The criteria for selecting the news media establishments was based on staff strength. Only establishments with a staff strength that is above 20 were included in the study. This amounted to ten news media establishments and a population of one hundred (150).

Table 1: Table showing Population distribution

S/N	Media Establishments	Population Distribution
1	Radio Rivers	10
2	Rhythm FM	10
3	Wazobia (Cool and 9ja Info)	10
4	Wave FM	10
5	Garden City FM	10
6	Love FM	10
7	Naija FM	10
8	Ray Power	10
9	Wish FM	10
10	Treasure FM	10
11	The Guardian Newspapers	10
12	Nigeria Television Authority (NTA)	10
13	Rivers State Television (RSTV)	10
14	Daar Communications Limited	10
15	The Nation Newspapers	10
		150

Source: Field Data, 2024.

A total of 150 employees in the news media establishments in Port Harcourt were sampled. In purposive sampling, the researcher deliberately selects the sampling units that are to be included in the study because he/she feels that they are representative of the target population (Baridam, 2001). A structured questionnaire was designed to elicit data from respondents and the questions adopted the Likert 5-point scaling ranging from $1 - 5$ (1 = very low extent, 2 = low extent, 3 = moderate extent, 4 = high extent, and 5 = very high extent). In analyzing the information for this study, data was classified into different groups with the aid of tables. The Pearson Product Moment statistic was used in testing the stated hypotheses through the use of statistical package for social sciences (SPSS).

DATA ANALYSIS AND RESULTS

The research hypotheses which were stated earlier in chapter one were tested with the help of responses from the questionnaire copies. The research hypotheses are here related and analyzed. **Decision rule:** The decision rule which applies for all bivariate test outcomes is stated as follows: where $P <$

0.05, reject hypothesis on the basis or evidence significant relationship; and where P > 0.05, accept hypothesis on the basis of insignificant relationship between the variables. The extent of influence is on this basis assessed using the Pearson value interpretations provided by Bryman and Bell (2003) as shown in Table 2:

Table 2: Description on Range of correlation (B) values and the corresponding level of association

Range of B with positive and negative sign values	Strength of Association
± 0.80 – 0.99	Very Strong
± 0.60 – 0.79	Strong
± 0.40 – 0.59	Moderate
± 0.20 – 0.39	Weak
± 0.00 – 0.19	Very Weak

Source: Adopted from Ahaiauzu & Asawo (2016)

The positive (+) sign in the values of (B) indicates a positive relationship, while the negative (-) sign in the value of (B) indicates an indirect/negative or inverse relationship. Thus, the sign of the B explains the direction of association between the two variables. The above table forms our yardstick for the determination of the level of relationship between the variables of the dimensions and those of the measures as understudied. These relationships range from very weak to very strong as seen from the above.

Table 3: showing the correlation result between training, mentoring, career development, and organizational adaptation

		Adaptation	Career Dev	Training	Mentoring
Adaptation	Pearson Correlation	1	.579**	.776**	.873**
	Sig. (2-tailed)		.000	.000	.000
	N	150	150	150	150
Career Dev	Pearson Correlation	.579**	1	.290**	.627**
	Sig. (2-tailed)	.000		.000	.000
	N	150	150	150	150
Training	Pearson Correlation	.776**	.290**	1	.826**
	Sig. (2-tailed)	.000	.000		.000
	N	150	150	150	150
Mentoring	Pearson Correlation	.873**	.627**	.826**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	150	150	150	150

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

Source: Survey Data, 2024.

Ho$_1$: There is no significant relationship between employee training and organizational adaptation in the various understudied news media establishments in Port Harcourt.

The statistics gave a Pearson value of 0.776 which it gives from our scaled list a highly marked correlation between the variables under investigation. This indicates that there is a high strength in correlation between both variables. This shows a strong relationship between employee training and organizational adaptation in the various understudied news media establishments in Port Harcourt. The probability value from the table is 0.000, which implies that the variables are statistically significant for a 5% level of significance test owing to the fact that the probability value is lesser than 0.05. Therefore, we can reject the null hypothesis which states that "there is no significant relationship between employee training and organizational adaptation in the various understudied news media establishments in Port Harcourt", and accept the alternative hypothesis, "there is significant relationship between employee training and organizational adaptation in the various understudied news media establishments in Port Harcourt''.

Ho$_2$: There is no significant relationship between employee mentoring and organizational adaptation in the various understudied news media establishments in Port Harcourt.

The statistics gave a Pearson value of 0.873 which it gives from our scaled list a very substantial correlation between the variables under investigation. This indicates that there is a very high strength in correlation between both variables. This shows a very strong relationship between employee mentoring and organizational adaptation in the various understudied news media establishments in Port Harcourt. The probability value from the table is 0.000, which implies that the variables are statistically significant for a 5% level of significance test owing to the fact that the probability value is lesser than 0.05. Therefore, we can reject the null hypothesis which states that "there is no significant relationship between employee

mentoring and organizational adaptation in the various understudied news media establishments in Port Harcourt", and accept the alternative hypothesis, "there is significant relationship between employee mentoring and organizational adaptation in the various understudied news media establishments in Port Harcourt''.

Ho₃: There is no significant relationship between career development and organizational adaptation in the various understudied news media establishments in Port Harcourt.

The statistics gave a Pearson value of 0.579 which it gives from our scaled list a moderately marked correlation between the variables under investigation. This indicates that there is a moderate strength in correlation between both variables. This shows a moderate relationship between employee career development and organizational adaptation in the various understudied news media establishments in Port Harcourt. The probability value from the table is 0.000, which implies that the variables are statistically significant for a 5% level of significance test owing to the fact that the probability value is lesser than 0.05. Therefore, we can reject the null hypothesis which states that "there is no significant relationship between employee career development and organizational adaptation in the various understudied news media establishments in Port Harcourt", and accept the alternative hypothesis, "there is significant relationship between employee career development and organizational adaptation in the various understudied news media establishments in Port Harcourt''.

DISCUSSION OF FINDINGS

Employee training plays a crucial role in organizational adaptation, as it brings about the fitting and aligning of employee skills and competencies with the evolving organizational needs, demands, and challenges of the organization so as to attain its desired goals and objectives. Studies have shown that "effective training programs enhance organizational agility, innovation, and overall performance by equipping employees with the necessary knowledge and skills to respond to changing market dynamics and technological advancements" (Arthur, 2012, 13). Salas et al. (2020:22) maintained that training programmes are "pivotal in fostering a learning culture within organizations, where continuous skill development and knowledge acquisition are encouraged". "This culture not only enhances employee engagement and satisfaction but also ensures that employees remain adaptable and responsive to organizational changes" (Baldwin & Ford, 2018, 21).

Also, employee mentoring plays a significant role in organizational adaptation by fostering individual learning and development, which in turn contributes to organizational agility, knowledge transfer, and innovation" (Eby, Allen, Evans, Ng, & DuBois, 2008, 11). This study finding highlights that mentoring relationships facilitate the acquisition of both explicit and tacit knowledge, enabling employees to adapt more effectively to changing organizational contexts" (Allen, Eby, Poteet, Lentz, & Lima, 2004, 24). Mentoring enhances organizational adaptation by providing mentees with insights into organizational norms,

values, and practices that may not be explicitly taught through formal training programs" (Ragins & Kram, 2007, 15).

In like manner, employee career development had positive influence on organizational adaptation in the studied news media establishments in Port Harcourt, Rivers State. Employees' Career development contributes to organizational adaptation through its capability to build workers to possess the necessary skills, knowledge, technical know-how, and competencies to navigate the present organizational needs and that of the future challenges. As employees are advancing in their careers, Day and Allen (2004:9) maintains that "they acquire required competencies and experiences, and expertise that can be leveraged for effective work innovativeness to drive organizational change.

CONCLUSION AND RECOMMENDATION

This study examined the relationship between employee capability development and organizational adaptation of news media establishments in Port Harcourt, Rivers State. Employee capability development was seen from the dimensions of employee training, employee mentoring, and employee career development as focus, and are measured against organizational adaptation as a univariate variable. The results proved that employee capability development through its reviewed dimensions contributes to organisations' ability to adapting to changes from business environments. Therefore, it was reasonable to conclude that employee capability development positively and significantly impacts on organizational adaptation in the understudied news media establishments in Port Harcourt, Rivers State.

The conclusions derived from the study point on the importance of employee capability development in the context of organizational adaptation led to the following recommendations;

i. News media establishments should endeavour to prioritize worker training (via delegation of authority, encouragement of participation, promote learning culture, encourage brainstorming and group learning) so as to build workers that have the ability to adjust to organizational needs and demands.

ii. Initiation of effective employee engagement, expert-subordinate matching, and organizational recognition are methods that encourages effective mentorship initiatives for the attainment of organizational adaptation.

iii. News media establishments should support workers' career development by providing a culture that supports continuous learning, giving support for further educational development, and promotion of networking and career path discussions, as these will foster organizational adaptation.

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