

Succession Planning and Organizational Performance of Transport Companies in Rivers State

Ekezie Chioma Ruth¹ and B. Chima Onuoha²

¹Doctoral Student, Department of Management, University of Port Harcourt

²Professor of Management, Department of Management, University of Port Harcourt

Abstract: *This study explores the link between succession planning and performance of transport companies in Rivers State. The study adopted the cross-sectional survey design and data for the study was collected with the aid of structured and self-administered questionnaires. The population of the study comprise of 160 employees of 8 transport companies. However, the sample size was draw using the Krejcie and Morgan table to arrive at a sample of 113 employees. The data collected for the study was subjected to analysis with the aid of Spearman Rank Order Correlation Coefficient in testing the hypotheses formulated. The result obtained from the study revealed an association between the dimensions of success planning and the measures of performance. Based on the results obtained from the study, it was concluded that success planning of transport firms contributes significantly to its performance and survival. The study therefore recommended that management of transport companies should make sure there are policies in place for competence building in employees, leadership development as well as recruitment and retention of talents which will enhance the performance of such firms.*

Introduction

The purpose of each corporate organisation is to have high performance which will help the business to meet up with its objectives. To this end, performance of organization is crucial if they are to remain in business for a long time while also enjoying relevance in the highly competitive market. Without convincing performance, there is a change that the business may not stand the test of time and as such it is detrimental to the goals of the organization. In order to achieve the much-desired performance in organizations around the work it has become pertinent for companies and businesses to employ dynamic capabilities in order to keep their competent and talent employees for improved performance. Performance of organization has been defined by various scholars. Cook and Hunskaer (2014) sees organisational performance is measured by how well employees carry out their jobs in compliance with the measurement decided as standard and set by the management of the organization in the course of the utilization of the company's resources. In the same vein, Motowildo and Schmidt (1997) sees performance of organization as the values and the overall benefits that is received by an organization from a particular employee over a period of time.

Barney (2002) in his view noted that organisations' effectiveness can be attributed on the fact that the organization willingly bring together productive assets (human, technological, capital and physical resources) for the sole purpose of achieving a predetermined goal. Organization performance can be viewed in three dimensions the financial, the market and the return of the relevant stakeholders (Richard, et al, 2008). Ofobruku and Yusu (2016) defined performance as the degree to which a business or organisation, as a social system with finite resources, is able to fulfil its goals without diminishing its resources and means or putting undue strain on her employees. As noted by Camilleri (2021), performance of organization can be elucidated by the evaluation of actual performance as against the standard set by the management of such organization. While Tsai et al., (2020) noted that performance of organization can be related based on the outcomes of the firm's objectives with respect to the methods put in place by the firm which gives room to a proper reflection of the performance of the firm.

The importance of organizational performance cannot be overemphasized; therefore, it is important for every organization to work extra hard to ensure that their performance is always on the increase. It is important to mention however, that one of the ways in which the performance of organization can be sustained it through a well planned and implemented succession planning. Rothwell (2015) defined succession panning as the process of developing leadership talent to meet the current and future strategic needs of organizations. Similarly, Armstrong and Taylor (2014) see succession planning as the factor in talent administration which ensure that the organization is equipped with talented people that is need to achieve the objectives of the firm.

Iwu (2020) refers to succession planning as a strategy for passing on the roles of leadership to an employee or group of employees. Succession planning is the process of preparing an organization for leadership transition. When done right, it gives opportunity for long term sustainability and survival of the business while also ensuring that capable employees are in the firm (Onwuka, Ekwulugo, Dibua & Ezeanyim, 2017). Will (2020) also noted succession planning is to ensure that there is smooth running of the business after the most important people in the organization are no longer there due to retirement, new opportunities or passes away. Patricia (2017) noted that success planning increases the opportunity to have higher number of experienced employes who are prepared to take up leadership roles when the positions become available.

In today's organizations, there has been a rise of acknowledgement of the importance of succession planning to the success or organizations, this is because when an executive exits an organization, there is bound to be decline in performance of such organization is there is no proper succession planning in place. As a result, there is unwillingness of top executive to train people who are capable of taking over from then when they move to new opportunities or positions outside the organization, retire from the firm or passes away. In the transport sector today, we have seen the end of so much transport firms as a result of bad succession plan in place for the company when the owner dies or a top executive exits the company. There have also been cases of where the owner of these companies decides to hand over the affairs of the company to their direct children even without the proper skills and knowledge required to run such organization. The resultant effect of these actions is always detrimental to the performance of the organization.

Several studies have been conducted on ways to enhance performance of organizations using various variables and constructs. Alghamdi (2018) studied the performance of organization from the standpoint of total quality management. In another study, Umar, Muhammad and Hassan (2020) examined strategic planning process and how it affects the performance of organization in the Nigerian public sector. Eze, Bello and Adekola (2017) explored the effects of organizational structure on the performance of organizations in Covenant Micro Finance Bank. While Kkaracsosy (2021) looked at the relationship between leadership style and performance of organizations in Hungary. However, despite the various studies, the problem the persist, moreover, there is dearth of studies on how organizational performance can be improved from the standpoint of succession planning. Hence, it is as a result of this knowledge gap that this study is being carried out to examine how succession planning affects the performance of transport companies in Rivers State.

Aim and Objectives

The aim of this study is to explore the relationship between succession planning and performance of transport companies in Rivers State. Specifically, the study seeks to:

- i. Examine the relationship between competence building and performance.
- ii. To explore the relationship between leadership development and performance.
- iii. To find the relationship between talent recruitment and performance.
- iv. To determine the relationship between talent retention and performance

Research Hypotheses

1. There is no significant relationship between competence building and performance of transport companies in Rivers State.
2. There is no significant relationship between leadership development and performance of transport companies in Rivers State.
3. There is no significant relationship between talent recruitment and performance of transport companies in Rivers State.
4. There is no significant relationship between talent retention and performance of transport companies in Rivers State.

Review of Related Literatures

Theoretical Framework: Human Capital Theory

The human capital theory was proposed by Schultz in 1961 (Schultz, 1961) and Becker further developed the theory in 1964 (Blaug, 1976). According to the theory, education of employees and training in the Organization significantly raises the overall productivity by introducing new skills and knowledge in the Company. The theory further postulated that expenditure on training and education is costly and is an essential investment in the Company. Therefore, the Company should retain the trained people in the organization to reduce other costs relating to hiring (Lauder, 2015). The theory further articulates that

Organization maintains very motivated personnel and talented workforce who feel part of the Organization; hence increases the overall performance when there is transition of authority inside the Organisation (Schultz, 1961). The theory is relevant to the study and gave ideas as to why the Business should take into account appointing staff members from within the organisation rather than outside the organization for leadership position. Therefore, in a situation where the required competence is available within the organization, it would be much relevant to replace the key personnel from within the company as opposed to seeking services from outside as this would reduce the cost associated with hiring.

Leadership Model Succession Theory

In this model of succession, there is a proposal that suggests that in order to make sure that there is proper succession in leadership; the company should make sure that there is redundancy in the structure of management. This will see to it that succession of leadership is covered and ensures that successors of retiring employees are mentioned before the dismissal of the outgoing leaders. The company should also mentor potential candidates under the wing of incumbent leaders. To prevent conflicts that may arise during this process, they should ensure that there is a swift transformation in leadership without hitches and questions (Ibrahim Soufani, & lam, 2001). Planned succession of leadership in an organization will promote continued operation of businesses even if its founders are no longer actively involved in its operation.

Concept of Succession Planning

Succession planning is the process of organization's identification of candidates earlier and help them develop their potentials and skills to enable them occupy leadership positions. It has been argued that when succession planning is effectively done, it helps organizations with the ability to maintain continuity when there is transition of leadership with minimal disruptions and provides employees within the organization with the opportunity to prepare themselves for strong leadership roles while also ensuring that there is peaceful succession of power in organizations (Zaam, 2018).

Garg and Weele (2012) sees succession planning as he practice that ensure uninterrupted and efficient operation of an organization through the introduction of process that helps the organization in the development and replacement of key positions in the organization over the course of time. In the view of Stadler (2011), succession planning has to do with the systematic determination of key roles within the organization and identification of people within the organization for possible replacement and training such persons with the necessary skills and experise that is required for the key roles in the near future. Corroborating this stance, Neo and Hollenbeck, Gerhart and Wright (2012) noted that when effective succession planning is put in place, it helps the organization in the identification and development of employees with high potentials within the organization to fill key positions and roles when such roles become vacant in the future.

In order to replace current leaders who leave, retire, or pass away, new leaders must be identified and developed through the succession planning process (Iwu, 2020). The presence of knowledgeable and skilled workers who are ready to fill these positions as

they open up is increased via succession planning. Succession planning aims for continuity of leadership, preventing a chaotic power struggle through a power vacuum (Menaldo, 2016). Larson, (2016) noted that When succession happens within a company's hierarchy, succession planning should take into account potential problems with keeping the designated successor, the potential of jealousy by other employees, and how other employees will respond when they learn of the succession plan. Succession Planning, specifically termed as Management Succession Planning, involves coaching and development of prospective successors or people within a firm or from outside to take up key positions in an organization through an organized process of assessment and training. Succession planning can result in significantly improved chances for a business's continuation (Fernández, Claudio, Ritter, 2015).

Dimensions of Succession Planning

Competence Building

Competency is a series of knowledge, abilities, skills, experiences and behaviors, which leads to the effective performance of individual's activities. Competency is measurable and could be developed through training (Maaleki, 2018). A notion for performance motivation, the word "competence" first emerged in a 1959 article written by R.W. White. Building competency helps to identify the skills and abilities associated with career goal. Establishing a competency paradigm is critical for both employee and system success. There are three components to competency, which are cognitive, psychomotor and interpersonal skill. Competence is the collection of observable traits and abilities that support and enhance a job's effectiveness and performance. Building competency has improved succession planning and asset optimization through providing much needed flexibility in fast moving industries. Competency model supports initiatives such as recruiting, performance management, career development, succession planning as well as other human resource business processes. Competency would grow through experience and the extent of an individual's capacity to learn and adapt. A competency model encompasses all the tasks, skills, behavioral examples, and proficiency requirements for a particular job. It focuses on factors the organization has marked "critical" to achieving the corporate strategy (Cheryl, 2015). Caitlin, (2017) noted that organizations establishing a sequential succession plan that takes competencies into account is a great approach to show dedication to coaching and developing promising employees. Competency profiles assist in effective learning and development by identifying the behaviors, knowledge, skills and abilities that are necessary for successful performance in a job.

Leadership Development

The goal of succession planning is to create outstanding leaders who will fill senior roles as they become available. A common process in this process is leadership development. Tasks that enhance a leader's capabilities, confidence, and skill set are referred to as leadership development. High-performers are typically identified for these leadership

development programs, which may be longer term and broader than programs focusing on tighter end goals. Leadership development tend to select successors based less on objective data than on reputation and tenure. The potential gains of succession planning will go much beyond the apparent outcome of having a continual stream of leaders prepared to take on new duties (Jeff, kris, Kelly, Meghan, 2018). Leadership development differs from leader development, the former being used when referring to development programmers focusing on collective leadership in an organization and the latter on individuals. Leaders are essential for all lines of business in an organization, since leadership and management go hand in hand. While moving up the ladder in an organization, skills can be acquired through leadership development programs. They are organized by companies to serve two purposes; firstly, to offer employees a clear pathway for taking up managerial roles and secondly, to help existing leaders hone their skills.

Leadership development programs benefits the firm as well as the employees, making it a win-win situation for both parties. It is essential that a leader must have a clear vision of the goals pertaining to the organization as well as the team. Leaders play a vital role in the smooth functioning of operations. Leadership development programs help to improve the skills that are most in-demand by employers. In addition, the necessity of comprehensively mapping and integrating the career competencies learned in educational environments is discussed, with models offered for implementing (Adam, 2018). The 2016 McQuaig Global Talent Recruitment Report, showed that organizations that have devoted funds to leadership training have noticed a beneficial effect on recruitment and retention of employees. Leadership is critical to all businesses. Candidates who showcase leadership qualities can have an edge over their contemporaries. Leadership development gives leaders the tools they need to boost the output of their teams.

Talent Recruitment

Talent recruitment is the of searching for the best talents and attracting them to consider job offers in a particular company (Bhupendra and Swati, 2015). However, if a company ends up mistakenly or purposefully selecting the incorrect people for the job, it becomes a liability or a significant expense that could have a detrimental impact on the company's commercial operations (Ekwoaba et al., 2015). Consequently, the hiring process has become a human resource tactic that can ascertain the fortune of an organisation, because, getting high-quality talents and competent workforce is a essential component of long-term competitive edge (Bondarouk et al., 2014). The firm's reputation depends on finding and keeping excellent personnel through effective recruitment processes (Bouton, 2015). It is a valuable weapon for an organisation that has workforce of good quality talent (Tlaiss et al., 2017). These involves the pursuance of employing talented people: selecting the most and best appropriate people through the test, conforming employee's conditions in terms of occupation achieving conditions and conforming job conditions with job applicants' conditions.

Talent Retention

Talent retention is not a fancy word of identifying and developing employees. It is an act whereby an organisation sets aside certain factors to attract, retain and develop employees and direct their abilities in performing activities that are useful to the organisation. According to Schweyer (2004), talent retention entails luring in, spotting, hiring, training, inspiring, promoting, and keeping people who have a high potential for success inside a company. Additionally, according to Creelman (2004), talent retention refers to the process of enticing, engaging, and keeping talented employees. However, talent retention is all about the different ways that an organisation recruits, keeps, and develops its employees. Furthermore, it can be seen that even though organisations have got so many employees, there are some that are regarded as talented employees. Most organisations would do their best to retain the talented employees because of the benefits they will bring to the organisation. If organizations are truly willing to win the war for talent, then they need, in particular, to keep finding, nurturing and developing extraordinary people, they must develop a capacity and new approaches to talent management (Powell and Lubitsh, 2007).

Talent retention refers to ensuring that these people are identified or recruited, developed, and motivated, in such a way that their outstanding contribution can be fully achieved. Talent retention, as a more general notion, is now understood to be crucial for attracting, keeping, and developing talent (D'Annunzio-Green, 2008), and it's significant for two distinct causes. First, the organisation will be able to effectively recruit and keep the necessary personnel with the help of talent management. The second reason is talent management should be done in a field that employees are working within (Hughes and Rog, 2008). Though talent retention can drain an organization's resources, it is important that the leaders should come up with strategies that will assist them in the retention of employees at the same time keeping them motivated. Strategies that can be employed by an organization to assure employee retention include: making sure that workers have a balance between their jobs and outside life, giving rewards where an employee deserves, and having compensation packages that an employee can request during a needful situation.

Concept of Organizational Performance

The concept of performance has been viewed from various perspectives, however, we cannot change the fact that organisational performance means the long term survival and a competitive advantage in the 21st century business environment (Mihaicz, 2012). According to Richard et al. (2009), organisational performance involves the achievement of organisational objectives and other factors that contribute to the overall wellness of the organisation including those of internal and external environment.

Daft (2000) posits that organisational performance is an organisation's ability to attain by effectively and efficiently utilising available resources to achieve its objectives. Consequently, it is an evidence of the output of members of an organisation assessed on the basis of the advancement, growth, and broadening of the organisation. Organisational performance can also be used to view how an enterprise is doing in terms of level of

profit, market share and product quality in relation to other enterprises in the same industry. Accordingly, it is a reflection of employees' productivity determined by earnings, profitability, improvement, progression, and expansion of the organisation (Kehinde, Jegede, and Akinlabi, 2012). Ability to execute a function with optimal levels of input and output determines the effectiveness of any organisation (Amin & Shila, 2015). Business environment is highly dynamic and ever changing due to globalization, any organisation that wants to be relevant and gain competitive advantage must enhance their performance (John-Eke & Akintokunbo, 2020).

Performance of organization means the ability of the organisation to ensure that the employees make use of input provided by the management to create output and achieve target objectives (Bartusevicene & Sakalyte, 2013). In another view, Manzoor (2014) noted that increased level of performance makes an organisations to achieve both efficiency and effectiveness. Mohammad, Habib and Alias (2011), posit that organisational performance is the notion of how effectual an organisation is in accomplishing the results the organisation aims to generate. It plays an important role in accelerating organisational development. It is the overall level of satisfaction among all participants in the process of efficiently gathering and converting inputs into output (Matthew, Grawhich and Barber 2009).

Empirical Review

Khan, Khan and Khan (2011) conducted a research so as to assess whether employee performance is affected by training and develop, training design, style of delivery and also on the job training. Besides the use of literature review, a hypothesis was formulated to guide the study through the literature review that was provided. The findings of the study showed a concrete relation between the two variables. It indicated that training and development the design used in training and the delivery style for these training was a great catalyst for performance of an organization. The research also indicated the importance of training and development to employees as it enables them conduct their day-to-day roles in a more qualified manner. It is also important to indicate that the research talked of its importance going a long way as training will enable an organization beat the tough, competitive in challenging times.

Chinomoso (2014), conducted a study to find out whether performance of an organization is affected by training and development of the employees at a bottling company in Nigeria. The research was conducted through the administration of questionnaires to the respondents who were actually the staff of 7UP Company. The variables in this study included; training design, training delivery, employee perception as well as employee training. Findings of the study showed the extent to which the unsystematic approach of the training of the staff immensely affected the performance of staff of the organization. The result showed a positive coexistence between the dependent and independent variables. The results further indicated that training alone did not create a huge impact on the performance of the staff but the mode of delivery of this training actually did. The study finally concluded that the right employees being subject to training programs would significantly enhance the performance of the organization.

Eric (2012) wanted to find out whether training and development affected the performance of employees at Accra polytechnic in Ghana, using questionnaires as their mode of data collection. According to the findings of this study, the institution indicated lack of support from the management especially on issues concerning the enhancement and development of employees. However, the respondents showed that there was a positive impact on training for employees at the polytechnic. The researcher further gave suggestions to the polytechnic on how to be a world class institution by instilling a training and development culture on its employees in order to strengthen their competency level.

Omollo, Oginda and Oso (2012) wanted to assess whether recruitment and selection affected the performance of SMEs. Variables used for the study included, sourcing, attraction of employees and screening collectively and their effect on SMEs in Kisumu. The findings of the results indicated that recruitment and selection of employees had an enormous effect on the overall execution of these firms. These researchers also noticed that a better recruitment and selection procedure would be able to guarantee better performance for organizations. This being the case, the study emphasized that good recruitment of staff should be done for the best interest of the organization in line with its overall objectives.

Adu-Darkor (2014), wanted to identify the practices of employee recruitment. In his study, he intended to find out first which recruitment practices existed for constructors within the region of Ashanti, and getting to point out the challenges encountered hence drawing some conclusions as well as recommendations on the same. Through the administration of questionnaires, data was collected from different contractors. The results indicated that most contractors used the newspapers as a medium of selection alongside other modes which had a low percentage compared to it such as internal recruitment, use of labor offices, referrals from other employees and the likes. The study identified quite a number of challenges that could be a hindrance to the implementation of an effective employee recruitment process. These factors poor HR planning, job analysis that was ineffective, level of competence, recruitment cost as well as poor working conditions for workers. The study indicated that recruitment procedure was a very important factor towards the overall performance on the same and employers should be very careful will this process. The study also recommended that profiles should reflect the process of recruitment and selection.

Maliku (2014), sought to inquire about the impact of Employee Retention on performance of organizations. The study used structured questionnaires to collect data from employees of National oil. From the study, a summary was done and it was realized that there was a number of practices which enhanced the performance of employees through retention. The study also indicated 80% of the respondents recorded that retention strategies in the organization were moderately applied. And by this, employees were not willing to give their all at their jobs which answered the question why there was a high level of employee turnover at National oil and also the low market share experience by the same organization. The study finally recommended that there should be an improvement when it came to practices pertaining employee retention in organizations for it surely affected the performance of employees and that if the organization.

A study was carried out by Mote (2014), so as to find out the impact of turnover of employees on performance. The following objectives guided the study; the causes of employee turnover, impact of employee turnover and strategies being used to retain employees at Barclays Bank of Tanzania. Questionnaires were used to collect data for the study, where employees of the bank were randomly selected to fill these questionnaires. The results of the study gave a clear indication that remuneration was the primary reason for the employees at this bank not staying at their job. Also, poor relations among staff indicated an alarming reason for employee turnover. The findings therefore indicated that there was an actual relation between retention of employees and performance of the recommending that Barclays Bank should come up with opportunities for advancement of careers of employees, pay them competitively and involve them in decision making so as to retain them for a longer period of time.

Domfeh (2012) conducted a study along the Ashanti region banks to assess the relation between employee retention and performance. The study aimed at identifying the reasons behind high employee turnover and also to find various strategies that could have been used to retain employees at the rural banks in that region. Questionnaires were used to collect data from respondents whose banks were randomly selected purposively targeting the HR managers of these banks. According to the study, the HR managers retained their employees through competitive salary packages, guarantee of job security, interesting job opportunities and the opportunity to train and develop themselves. From the findings, most employees had intentions of leaving their jobs for various reasons. It was finally derived that there was a positive relation between employee retention and performance. This is because employee retention prevented loss of organization knowledge, prevented disruption of customers from accessing quality services and also prevented the organization from incurring costs related to employee turnover. The study further recommended that these banks should apply proactive retention strategies in order to retain their staff.

Methodology

The study used the cross-sectional survey design. The population of the study include the transport companies in Rivers State, Nigeria. However, the assessable population comprises of managers and supervisors of Privately Owned Transport Companies in Port Harcourt. The selected companies are those who have been in operation for over 10 years. The selected companies and the population are as follows: ABC Transport Company, Chisco Nigeria Ltd., Young Shall Grow Motors, Cross Country Limited, God is Good Motors, GUO Transport, Peace Mass Transit Limited and Libra Motors. The population of the study was 160 employees drawn from these transport companies using simple random sampling technique. The sample of the study was determined using the Krejcie and Morgan sample size determination table to arrive at a sample of 113. The questionnaire was validated using face and content validity while the reliability of the instrument was done using Cronbach Alpha formular and item with 0.7 and above was used and judged to be reliable. The data for the study was collected using the primary source, specifically through the administration of questionnaire to the participants in order to elicit their view about how succession planning affects the performance of transport

companies. The data collected as analysed using the Spearman Rank Order Correlation Coefficient in order to test the hypotheses formulated for the study.

Results and Discussion

This section presents the data collected as well as the analysis of the data through the questionnaire administered to respondents. Out of the 113 questionnaires distributed, 105 was correctly filled and returned and was therefore used for the analysis to know if the formulated hypotheses were accepted or rejected.

Table 1: Correlation Between Competence Building and Organizational Performance

Correlations

	Competence Building	Organizational Performance
Spearman's rho	Competence Building Correlation Coefficient	1.000
	Organizational Performance Correlation Coefficient	.543**
	Sig. (2-tailed)	.000
Building	N	105
	Organizational Performance Correlation Coefficient	.543**
	Sig. (2-tailed)	.000
Performance	N	105

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data, 2023

The test of hypothesis presented in the above table shows a Significant level (Sig) = 0.000 which implies that (Sig<0.01) while Spearman Correlation coefficient (rho) = (0.543) also indicates that competence building has strong and positive correlation with performance of organizations. We therefore reject the Null hypotheses and accept the alternative hypotheses which state that there is a significant relationship between capacity building and performance of transport companies in Rivers State.

Table 2: Correlation Between Leadership Development and Organizational Performance

Correlations

		Leadership Development	Organizational Performance
Spearman's rho	Competence Building	Correlation Coefficient	1.000
		Sig. (2-tailed)	.621**
		N	.000
		105	105
Organizational Performance		Correlation Coefficient	.621**
		Sig. (2-tailed)	1.000
		N	.000
		105	105

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data, 2023

The test of hypothesis two, as shown in the table 2, /the SPSS output reveals that Significant level (Sig) = 0.000 which implies that (Sig<0.01) while Spearman Correlation coefficient (rho) = (0.621) indicates that leadership development has strong and positive correlation with organizational performance. We therefore reject the null hypotheses and accept the alternative hypotheses which state that there is a significant relationship between leadership development and performance of transport firms in Rivers State.

Table 3: Correlation Between Talent Recruitment and Organizational Performance

Correlations

		Talent Recruitment	Organizational Performance
Spearman's rho	Talent Recruitment	Correlation Coefficient	1.000
		Sig. (2-tailed)	.323**
		N	.000
		105	105
Organizational Performance		Correlation Coefficient	.323**
		Sig. (2-tailed)	1.000
		N	.000
		105	105

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data, 2023

The test of hypothesis presented in table 3 reveals that there is a Significant level (Sig) = 0.000 which implies (Sig<0.01) while Spearman Correlation coefficient (rho) = (0.323) which indicates that talent recruitment has weak and positive correlation with performance of organizations. We therefore reject the Null hypotheses and accept the alternative

hypotheses which state that there is a significant relationship between talent recruitment and performance of transport companies in Rivers State.

Table 4: Correlation Between Talent Retention and Organizational Performance

Correlations

		Talent Retention	Organizational Performance
Spearman's rho	Talent Retention	1.000	.721**
	Correlation Coefficient		
	Sig. (2-tailed)	.	.000
	N	105	105
Organizational Performance	Organizational Performance	.721**	1.000
	Correlation Coefficient		
	Sig. (2-tailed)	.000	.
	N	105	105

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data, 2023

The test of hypothesis four, as shown in the table 4, the SPSS output reveals that Significant level (Sig) = 0.000 which implies that (Sig<0.01) while Spearman Correlation coefficient (rho) = (0.721) indicates that talent retention has strong and positive correlation with organizational performance. We therefore reject the null hypotheses and accept the alternative hypotheses which state that there is a significant relationship between talent retention and performance of transport firms in Rivers State.

Discussion of Findings

From the results of the study gotten through the hypotheses, it is evident that there is a significant and positive relationship between the dimensions of succession planning and performance of transport companies in Rivers State. From the SPSS results, the coefficient correlation values of 0.543, 0.621, 0.323 and 0.721 was gotten from the four hypotheses respectively. The results indicates that the dimensions of succession planning including competence building, leadership development, talent recruitment and talent retention all had positive and significant relationship with performance of transport firms in Rivers State. Therefore, the four hypotheses all reported a P-value of less than 0.05. This shows that there is a direct relationship between the predictor and the criterion variables i.e. succession planning directly affects the performance of organizations. These findings agrees with previous studies of Chinomoso (2014); Omollo, Oginda and Oso (2012); Maliku (2014) who in their works found a relationship between the different dimensions of succession planning and the performance of organization.

Conclusion

Having reviewed several literatures and the result of this study, it can be deduced that succession planning and organizational performance has been dealt with to an extent. However, we have found that these studies have not been done in the transport sector especially as it pertains to Rivers State. Therefore, this study is poised to close the knowledge gap that have been identified. Thus, succession planning should be taken seriously by organizations who intend to have sustainable success in the future. This is due to the fact that when there is proper succession planning, it enhances the level of organizational performance and sustainability. Based on the findings therefore, the study concluded transport companies in Rivers State should ensure a proper planning of succession in order to have enhanced performance.

Recommendations

Based on the findings and the conclusion of the study, the following recommendations were proffered:

- i. That management of transport companies should ensure that they have policies in pace for competence building on the employees that will enhance their performance.
- ii. There should be plans in place that will help the employees to have leadership development trainings to prepare them for leadership roles in the firm.
- iii. The management of transport companies should ensure that they recruit talents and employees with potentials as this will give the organization higher performance and competitive edge.
- iv. Management of these transport firms should ensure that talents that have been developed are well retained in order to ensure that they skills and knowledge they have gained from the organization is being used there.

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