
Succession Planning and Organizational Survival

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Abstract: *This empirical study on succession planning and organizational survival is hinged on the incessant and growing instances of organizational failure and challenges mostly as a consequence of poor and inadequate organizational performance standards and the inability for sustaining or maintaining operational processes or patterns; thus in examining succession planning, the primary objective was to ascertain the relationship and possible effect of dimensions such as mentoring and management development on measures such as organizational adaptability, maintenance of high performance standards and the achievement of functional performance goals. Data analysis, which comprised of 62 participants drawn from fast food businesses in Port Harcourt, revealed a significant relationship between both variables (Succession planning and organizational survival), this is as a total of 7 null hypothesis were all rejected based on insufficient evidence of acceptance. The results support the position that succession planning through features such as mentoring and management development furthers the goals and objectives of the organization through consistency in policies and operations; furthermore, the embedment and institutionalization of such practices as culture provides an authoritative and substantial platform for its continuity and successive adoption by upcoming leadership. Based on these findings, it was concluded that succession planning and organizational survival are significantly associated, hence the practice of and implementation of succession planning structures and activities would enhance the organizations' chances of adaptability, maintenance of high-performance goals and the achievement of functional performance goals.*

Key words: *Succession Planning, Mentoring, Management Development, Organizational Survival, Adaptability*

INTRODUCTION

All over the world, there is growing evidence that Small and Medium-scale Enterprises (SMEs) play an important role in the national economic development of any country. They are becoming more and more a subject of high attention in the developing countries, countries in transition but also in the countries with developed economies. SMEs are the engine of economic development, contributing to sustainable growth and employment generation in a significant manner.

However, most times we observe that these flourishing enterprises that have made remarkable impact in their respective industries wind-up just few years after the death of their founders or perhaps some of them as a result of the exit of one or two key players in the organization. These persons leave the organization either voluntarily (retirement or pursuit of new aspiration) or involuntarily (relieved of appointment or death). Organizations as a result of this are faced with vacancies in leadership or inadequacy or lack of competent and capable successors to fill the vacancies (Collins, 2009; Hazarika, 2009).

In order to bridge this gap and ensure organizational survival/continuity which is the ultimate goal of every establishment, succession planning, which is that approach that ensures that necessary talent and skills will be available when needed, and essential knowledge and

abilities are maintained when employees in critical position leave, is very necessary; no wonder, Charan, Drotter, and Noel (2001) suggest that it is essential for organizations to train successors before the vacancies are created, buttressing the same point, Hazarika (2009) stipulates that for organizations to survive, that there is need to plan for succession of older (outgoing) employees.

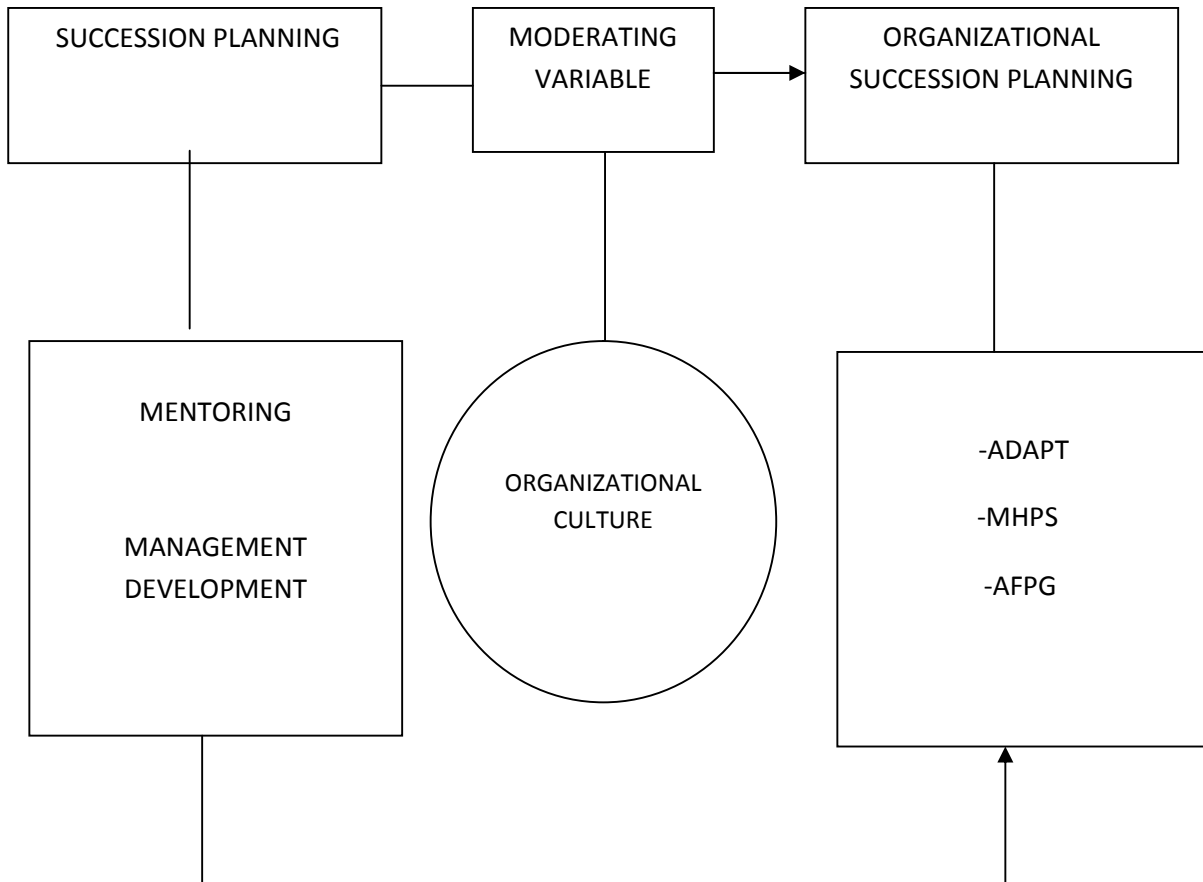
Succession planning in the words of Charan et al, (2001) is perpetuating the enterprise by filling the pipeline with high-performing people to assure that every leadership level has an abundance of these performers to draw from, both now and in the future. From this perspective, succession planning is seen as management pipeline that accelerates management performance over a period of time.

Several research (Garman & Glawe, 2004; Charan et al, 2001; Hazarika, 2009) have been conducted over the decade as it relates to succession planning especially in family-owned businesses. Despite these numbers of studies, little empirical studies exist on succession planning and organizational survival in developing countries especially in Nigeria. To bridge this gap, this study seeks to investigate whether succession planning has a relationship with organizational survival of SMEs in Nigeria, by concentrating on the fast food industry in Port Harcourt city of Rivers state.

RESEARCH QUESTIONS

- i. What is the relationship between mentoring and adaptability?
- ii. What is the relationship between mentoring and maintaining high performance standards?
- iii. What is the relationship between mentoring and achieving functional performance goals?
- iv. What is the relationship between management development and adaptability?
- v. What is the relationship between management development and maintaining high performance standards?
- vi. What is the relationship between management development and achieving functional performance goals?
- vii. To what extent does corporate culture moderate the relationship between succession planning and organizational survival?

OPERATIONAL FRAMEWORK OF SUCCESSION PLANNING AND ORGANIZATIONAL SURVIVAL



Source: Conceptualized and adopted from Caldwell (2007) Bell (1996) Denis (1990) and Casey (2010).

Key words: ADAP = Adaptability

MHPS = Maintaining High Performance Standards

AFPG = Achieving Functional Performance Goals

REVIEW OF RELATED LITERATURE

Succession Planning

Collins (2009) explains succession planning as “a process that can provide seamless leadership transition across the organization”. It is a well organize process which comprises of the “identification and preparation” of would be successors to take over new roles (Garman & Glawe, 2004).

In defining succession planning Hackett (1997) means “identifying the key jobs in one

organization and ensuring that if anything, planned or unplanned were to remove the present job holder from his post, there would be someone ready to take the lost position”. Wendy Hirsh (2000) sees succession planning as that approach where by potential leaders are identified for important positions, and career moves, and development activities are activated for these would-be leaders.

Filley et al (1976) regards succession management as a coordination of plans, controls, organizing and directing of an organization’s staffing function to ensure uninterrupted continuity in objectives during change of personnel.

While career planning is concerned with the individual development, succession planning is concerned with the overall organizational development.

McElwain (1991) posits that succession planning is broader than having replacements for designated positions. It is a deliberated and well thought out process of projecting leadership requirements, identify a pool of high potential candidates, develop leadership abilities in those candidates through intentional learning experiences and then select leaders from among the pool of successors. In their book “Build to Last: Successful habits of Visionary Companies”, Jim Collins and Jerry Porras (2011) identified 18 establishments that have survived their industries for over 50 to 100 years. They established that one of the fundamental reasons such organizations enjoyed such strategic success is because of their fervent believe in succession planning and leadership training and development.

Caudran (1996) argues that at times of sudden death or resignation of executives, succession planning serves as an important part of human resource strategy ensuring that suitable leaders are ready for appointment. Hazarika (2009) lending credence to the point opines that it is essential if organizations must survive, that they prepare for succession of outgoing leaders.

DIMENSIONS OF SUCCESSION PLANNING

Mentoring

William, James and Susan (2002) defines a mentor as someone who supervises and direct cum help designated Lower – level colleagues by introducing them to the right persons within the organization and generally being their sponsor in the organization. In reality, most organizations involve in several form of informal mentoring on regular basis as older employees assist younger ones. Social interaction among employees is essential for succession planning because it builds and develops managers and other employees by widening their knowledge and better understanding of the overall operations. Agulanna and Awujo (2005) sees mentoring as the systematic use of specially selected and trained persons to provide the necessary guidance and assistance which will help to develop the careers to the people assigned to them. Mentoring is a managerial means used to complement learning on the job which of course is the best approach of gathering the necessary knowledge and skills. Pitney and Ehler (2004) argues that mentoring is seen as a medium for encouraging the growth and possible development of potential leaders while they are accommodated into a field or discipline. As a part of their indoctrinating process, mentoring can affect how these potential leaders equip themselves to imbibe the needed values throughout their academic and professional careers. Delegation also is part of mentoring but this time around, it is one on one between the mentor and the mentee. The mentor assigns duties to the mentee who carries them out.

Management Development

Mullins (1999) defined management development as the foundation of organizational effectiveness. This applies to both government owned institutions and that of the private.

Development refers to equipping the employee for anticipated changes in the job, or for expected future appointment. Management development has to do with training. William, James and Susan (2002) views the subject matter as a system that builds employees into becoming good managers and monitor their growth in managerial skills over a period of time. It has been adopted by strategic business owners as a tool to implement business set goals. According to the aforementioned persons, management training guidelines includes the following:

1. **On – the – job Training:** Here, a senior manager encourages a lower – level manager by teaching them the requisite skills, advice, and criticisms that are needful.
2. **Job Rotation:** To broaden their scope and functions in the establishment, managers are most times given assignments into different departments. Job rotation helps top managers to expand the horizon about the happenings in the organization and to also monitor the successes.

Amah(2010) argues that when appointing top management level employee for example, the director, it should be considered appropriate to employ more sophisticated parameters to ensure that those to be appointed demonstrates managerial ability and general group effectiveness. Stamp (2000) argues that “in a climate in which managers are expected to use their judgment and trust their intuition, and encourage others to do the same, management development must include concepts such as learning to learn, listening, being a team member, influencing others, communication and individual understanding of growth capability organizations need creative people who can act on their own initiative whether in serving customers or in making products because the survival of an organization depends on its ability to be flexible and adaptive in a highly competitive environment”. It is very important to note that the development of executives in any given organization is the development of the organization. Thus, the impact of management development can never be over-emphasized.

ORGANIZATIONAL SURVIVAL

Gross (1968) argued that the idea of business survival is though not written but essential part of most organization. It means every establishment ought to view survival as a crucial element for whatsoever interest it wishes to serve. He went further to say that any business that neglects the subject matter (survival) as its main goal or objective should re-think. Organizational survival as a set goal embraces all other goals. Survival contributes immensely to the implementation of other set organizational goals (Gross, 1968).

Growth and continuity are unquestionable goals needing much energy and enough resources (Jones & Bartlet, 2008). Any firm that wants to prolong its business as a going-concern must depend on the next generation of leaders (Audretsch & Mahmood, 1995).

As argued by Lee (2006) the continuity of any establishment in our dynamic business environment relies on how quick the establishment adjusts to the happenings around it and utilize its scarce resources fully. A firm is indeed capable of having a life beyond its founders (Rosa et al, 2006).

MEASURES OF ORGANIZATIONAL SURVIVAL

Casey (2010) and Denison (1990) supported three measures of organizational survival; adaptability, maintaining high performance standards, and achieving functional performance goals.

Adaptability

According to Dalziell and McManus (2004) adaptability is “the ability of the system to respond to changes in its external environment and to recover from damage to internal structures within the system that affects its ability to achieve its purpose”.

An organization’s capacity to adjust relies on their ability to show survival characteristics (Mcmanus, 2007). According to Amah and Baridam (2012) the essence of adaptation is to create advantages over competitors who fail to adapt. This simply means that one can easily link adaptability to competitiveness.

Hence, adaptability is the extent to which any organization has the ability to change behavior, structures, and systems in order to continue in the event of any change (Denison, 1990).

Maintaining High Performance Standards

A performance standard can be seen as that management-approved formula for the performance requirements or expectation that must be achieved in order to be appraised at a particular level of performance. Performance standards ought to be specific, measurable, realistic, and should be documented. General measures to be used in ascertaining the performance of employees should include:

Quality: which entails how efficient the work is done, how accurate or effective the output is and quantity accomplished.

Timeliness: This entails how quickly the work is produced.

Cost Effectiveness: This standard is based on the utilization of resources such as the 4Ms which are man, money, manpower or machine.

Casey (2010) posits that every organization has important outputs that have to be achieved in other for it to survive. Secondly, the business has to have high performing employees who will account for such outcomes.

High-performing businesses must develop strategies for ensuring customer satisfaction. Improving the quality of service rendered to meet customers’ expectations is an ongoing part of doing business. It is the satisfaction of these customers that drive the market and the organization. The fundamental factor to sustained survival and success in business lies in employee’s involvement and motivation to work (Sims 2007). When the job environment is highly motivating, leaders inspire employees to do more and as such meet or exceed organizational standards (Dubinsky and skinner 2004: Isaac et al 2001: O’Reily and Pfeffer 2000: Skinner 2001). Black and Lynch (2004) established that businesses that reengineered their workplaces to involve high performance practices achieve higher productivity and survival. Similarly, Lawler et al (1992) found out that companies that use ‘high performance’ work practices reported significantly higher financial success. Huselid (1995) also established that high performance work practices influence firm performance.

Firms with efficient performance management process experience more employee motivation for higher performance. This requires management to have different kinds of skills which ensures that employees accomplish assigned task within the specified time. (Milligan et al, 1996). The most important factor with any performance management system is how seriously it is taken and how religiously it is followed by managers and employees (Pulakos, 2009).

Achieving functional performance goals

Management is charged to develop visions and missions, determine goals, as well prepare the strategies to accomplish the plans so as to attain the overall objectives of the organization (Milligan et al. 1996). According to Locke and Latham (2002), a goal is “the object or aim of an action...a goal reflects one’s purpose and refers to quantity, quality or rate of performance.” The connection between goals and performance are at its best when people are more committed to accomplishing their goals. As Bandura (1997) will argue, goals influences employees’ level of motivation and beliefs about what they are able to learn, their level of performance, and their own self-evaluation.

RELATIONSHIP BETWEEN MENTORING AND ADAPTABILITY

A mentor is one who transfers knowledge and skills to a mentee. It takes a more knowledgeable person to guide a less knowledgeable person. It is a continuous relationship of learning, dialog and overcoming various challenges. Organizational development is one of the factors in human resource management that makes the difference between success and failure, contributing to making a company more adjustable to the ever changing business environments (Palmer and Johnson, 2005; Becker, Hyland and Accutt, 2006). The primary aim of mentoring exercise is to ensure that management does not lack the necessary skills whenever the need comes up. By providing management with available skills and talent even in the event of uncertainties, the organization is sure to adapt within its environment. A consequence of losing such ability is loss of business opportunity and response options (Walker and Holing in Mc Manus, 2007). Mentoring allows the mentee to learn and to actively adapt thereby reducing the likelihood of moving into unsustainable and undesirable development trajectories (Gunderson and Hourani, 2003).

Relationship between Mentoring and Maintaining High Performance Standards

Mentoring is a developmental relationship that fosters individual abilities and knowledge and increases the understanding of immediate and long-term needs of the organization (Amah and Jaja, 2013). The aim is to ensure learning at all levels and to readily provide the HR needs. Gray, (1986) cited in Kelly and Lauderdale (1999) suggests that mentoring programs can systematically meet career development needs-thus enabling the organization to address successfully, its own need for management succession. Research demonstrates that productivity results improve from 22% for training alone to 88% when coaching is added to training. Mentoring skills therefore ensures that the mentee is very conversant with the job description, which will in turn enhance his or her performance in order to meet up with the set standards.

Relationship between Mentoring and Achieving Functional Performance Goals

High performing employees are recognized as a strategic input for an organization to achieve its goals and strengthen its core competency. Hence, organizations can mentor their employees to improve and increase productivity, which will in turn help the firm achieve

competitive advantage and functional goals. Mentoring does not just increase the employee or mentee's skills and knowledge, but it also enables the management to achieve its goal.

Relationship between Management Development and Adaptability

Umoh (2009) maintains that organizations must be at a homeostatic equilibrium or steady state, being an open system, it is and develop an error control measure as well in the form of feedback adjusters/adjuster organizers such as environmental inputs specialized facilities which checks and forestalls the organization, enabling it to live on negative entropy.

Relationship between Management Development and Maintaining High Performance Standards

Management development is the overall concept that describes the many ways that organizations help employees develop their personal and organizational skills, either as managers in a management job or with an eventual job in mind. While, performance standards provide the employee with specific performance expectations for each major duty. They are the observable behaviors and actions which explain how the job is to be done, plus the results that are expected for satisfactory job performance.

Relationship between Management Development and Achieving Functional Performance Goals

There is a strong relationship between meeting worker needs and organizational growth, and this has its historical roots in management ideology. Barley and Kunda (1992) traced this relationship back as far as the beginning of the industrial revolution in the United States. The proponents of Human Relations argued that organizational effectiveness emanates from meeting employee needs for better social relationships, satisfaction and self-actualization which management development encourages.

This enables the firm to stand against the antics from its competitors and other external factors that might obstruct the continuity of the business. Hence, management development equips the employee and organization at large in achieving its functional performance goals.

MODERATING EFFECT OF COPORATE CULTURE CORPORATE CULTURE

Schein (1985) sees corporate culture "as the practice of basic presumptions that a certain group has established, or developed in learning to deal with its problems of external adaptation and integration that have worked well enough to be considered valid, and therefore to be taught to new members as the correct way to perceive, think and feel in relation to those problems". Based on this explanation, culture serves two critical functions in any establishment; (1) to bring its members together so as to easily connect with one another (2) it also helps the firm to adjust cum adapt to the outside world. Employees in carrying out their daily activities are guided by culture to meet expected goals. This simply means to say that organizational culture brings workers together and also encourage them work together in order to achievement organizational set goals. According Ahiauzu (1999) Organizational culture tends to "determine factors like loyalty and commitment, how employees work and how far they are prepared to take risks. It is also the organizationally self-generated 'mental programming which everyone in the organization participate in". Sherman et al. (1988) and Ashforth and Mael (1989) have also argued that corporate culture as social bond that draws employees together and makes them perceive themselves as a crucial part of the organization. Employees are encouraged to accept

the prevailing culture so as to fulfill their need for social identity. Corporate culture is intended to help employees comprehend organizational events and happenings. It enables the employees to do their work easily instead of spending so much.

RESEARCH METHODOLOGY

The research method adopted for this study is the cross-sectional survey design, as well as a quantitative methodology, while data is generated using structured questionnaire copies. It will be almost impossible to deal with the entire fast food companies in Nigeria because of the geographical dispersion of the fast foods and the range population, hence, an accessible portion of the population was selected. Using the cluster technique, the accessible population is the twenty-one (21) registered and functional fast food companies in Port Harcourt. The total population for the study is the number of managers and supervisors of the twenty-one (21) fast food companies which is seventy-seven (77). In determining the sample size for this study, the Taro Yamen's formula was adopted with a 0.05 error precision (Okpu & Kpakol, 2015). Based on the calculation the sample size for this study is 65 supervisors and managers, however as a result of the data cleaning process for retrieved questionnaire copies, only 62 copies (95%) were considered useful for the study.

Table1. Reliability of instruments

Construct		No. of indicators	Cronbach Alpha
Succession Planning	Mentoring	4	.916
	Management Development	4	.915
Organizational Survival	-ADAP	3	.867
	-MHPS	3	.898
	-AFPG	4	.875

RESULTS

This section is concerned with the presentation of the results of the analysis on the data. The demographic section captured data for the distribution of the sample based on certain characteristics such as gender, age, marital status and experience with the organization; the primary level captured data on the distribution of the constructs and their measures using central

tendencies and response disparity statistics (primary level of analysis); the results from the primary level were further analyzed based on bivariate-construct association examination as a means to answering previously hypothesized assumptions of bivariate associations (secondary level of analysis).

Demographic data analysis

Analysis in this section focused primarily on the use of frequency and percentage distributions in the presentation of the data; this is based on the discrete nature of the data; hence a nominal and ordinal scaling. The result of the demographic analysis reveals a higher number of the participants to be male; results also show that most of the participants are married and hold first degree certifications; probably a prerequisite with regards to recruitment. Furthermore, demographic characteristics indicate most of the workers to be in their thirties; indicating the preferences within the industry as regards age categories and with most having work experiences ranging between 6 – 10 years

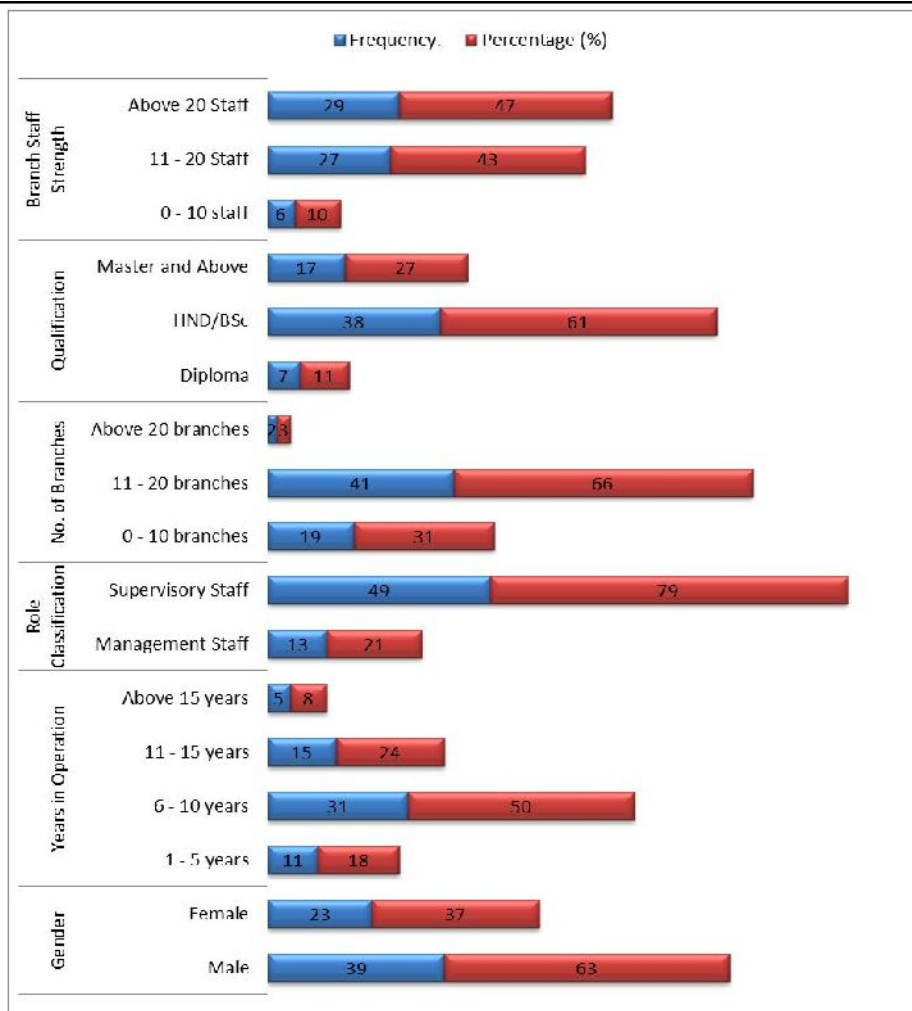


Fig2. Chart for Demographic distribution

Table2. Summary of descriptive on the dimensions of organizational succession planning

	N	Minimum	Maximum	Mean	Std. Deviation
Mentoring	62	1.25	5.00	4.2177	.92160
Develop	62	1.25	5.00	4.1089	.81560
Valid N (listwise)	62				

The data (table 2.) illustrates the summary of the statistics for the dimensions of the predictor variable– organizational succession planning (mentoring, $\bar{x} = 4.2177$; management development,

$\bar{x} = 4.1089$) with summarized values for central tendency based on the responses to the indicators. Results reveal high affirmative summaries for each dimension

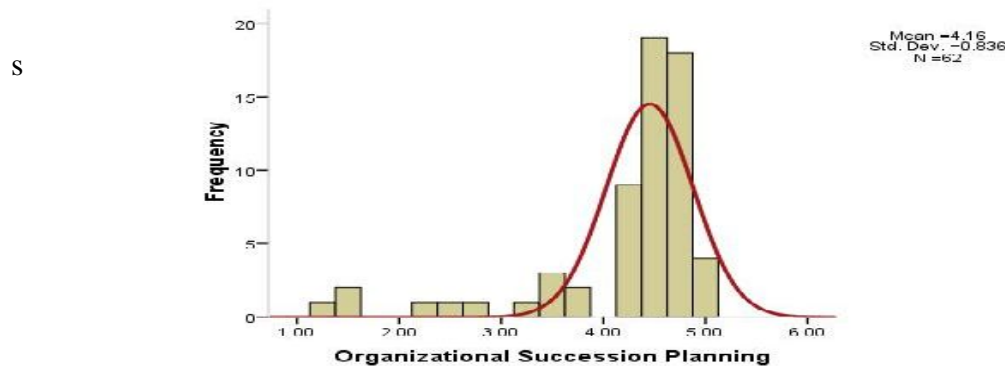


Fig4.1. Chart for organizational succession planning

Summary of descriptive on the measures of organizational survival

	N	Minimum	Maximum	Mean	Std. Deviation
Adaptability	62	1.00	5.00	4.1129	.86195
MHPS	62	1.33	5.00	4.1183	.83872
AFPG	62	1.00	5.00	4.1008	.86893
Valid N (listwise)	62				

Source: Data results, 2015

The data (table 4.8) illustrates the summary of the statistics for the dimensions of the criterion variable – organizational survival (adaptability, $\bar{x} = 4.1129$; maintaining high performance standards, $\bar{x} = 4.4.1183$; achieving functional performance goals, $\bar{x} = 4.4.1008$) with summarized

values for central tendency based on the responses to the indicators. Results reveal high affirmative summaries for each dimension

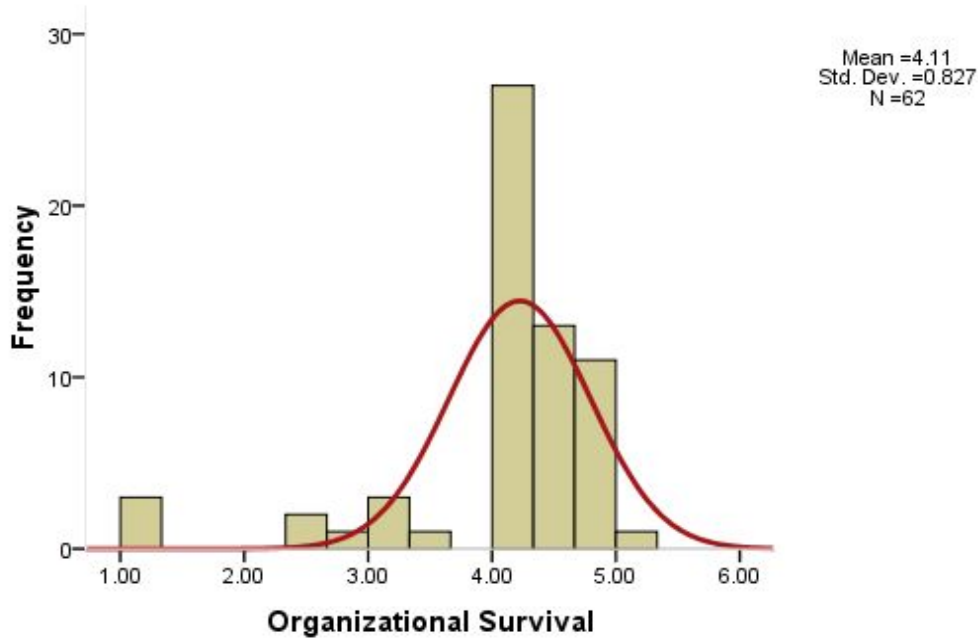


Fig 4.2: Summary for organizational survival

Data (figure 4) illustrates the chart for the criterion variable – organizational survival (where $x = 4.1100$) indicating high affirmative and agreement to the participants experience and practice of the construct within the organization.

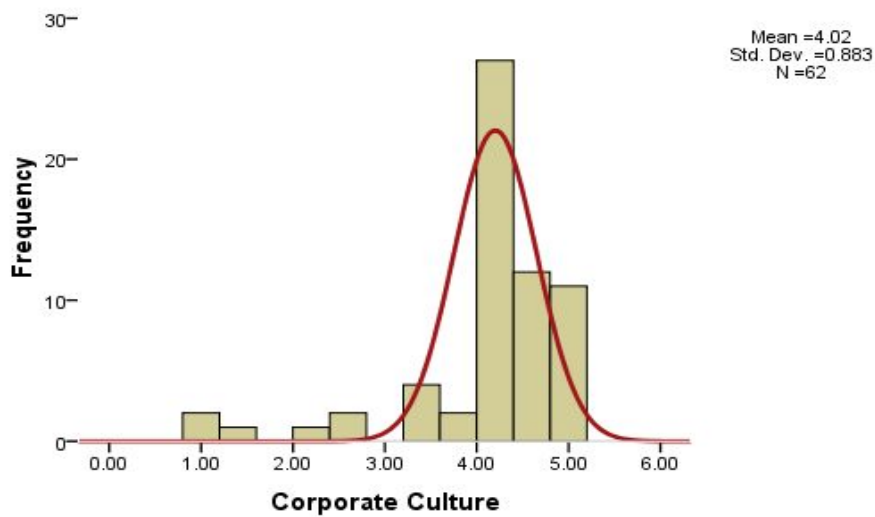


Fig 4.3: Summary for corporate culture

Data (figure 4.3) illustrates the chart for the contextual variable – corporate culture (where x = 4.0200) indicating high affirmative and agreement to the participants experience and practice of the construct within the organization.

Tertiary level of analysis

Table : Correlation between variables (representing R₁)

		Succession	Survival	Culture
Succession	Correlation	1	.961**	.949**
	Sig. (2-tailed)		.000	.000
	N	62	62	62
Survival	Correlation	.961**	1	.949**
	Sig. (2-tailed)	.000		.000
	N	62	62	62
Culture	Correlation	.949**	.949**	1
	Sig. (2-tailed)	.000	.000	
	N	62	62	62

Source: Data results, 2015

Control for the moderating effect t of corporate culture (representing R₂)

Control Variables			Succession	Survival
Culture	Succession	Correlation	1.000	.610
		Significance (2-tailed)	.	.000
		Df	0	59
Survival	Survival	Correlation	.610	1.000
		Significance (2-tailed)	.000	.
		Df	59	0

Source: Data results, 2015

Discussion of the results

The result reveals that all three variables (organizational succession planning; corporate culture and organizational survival) carry high mean scores thus reflecting participants average perceptions of the variables and the practices of such within the target organizations. The results show that participants view organizational succession planning as an important and necessary practice which allows for sustained leadership effectiveness which, as put forward by Collins (2009) involves the transition of leadership across the organization through preparation processes such as mentoring and management development programs and activities (Hirsh, 2000; Garman

& Glawe, 2004). This is as Jones & Bartlet, (2008) opine that the survival and performance of any organization or corporate entity depends on the identification and preparation of the younger and next generation, a process which should be framed within the cultural system and practice of the organization (Rosa et al, 2006; Hirsh, 2000; Garman & Glawe, 2004). The result also shows that all seven associations are significant with organizational planning through factors such as mentoring and management development significantly influencing organizational survival; enhancing outcomes such as adaptability, maintenance of high performance standards and the achievement of functional performance goals, while corporate culture further enhances the relationship as a contextual and moderating variable; this corroborates the argument of Umoh (2009) that organizations should endeavour to maintain a homeostatic equilibrium or what can be considered a state of steadiness through consistent succession planning (mentoring and development) systems structured as cultural norms in such a way that allows for the of an error control measure as well performance adjustments based on outcomes and feedback; adjustments in terms of environmental inputs and specialized facilities which checks which affects the organization, enabling it to survive on negative entropy (Mcshane and Von Glinow, 2006; Amah and Jaja, 2013).

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The structure and framework of the study was based on seven (7) research questions which examined the association between the two dimensions of succession planning – mentoring and management; and the effect of such on organizational survival; with relevant theoretical frameworks identified and discussed relative to the scope and objective of the study. The study was predominantly quantitative with data generated through the use of structured questionnaire copies from a sample of 62 respondents from the target companies.

The result of the analysis revealed a highly significant level of association between the dimensions of succession planning and the measures of organizational survival hence corroborating the argument of previous studies (Umoh, 2009; Agulanna and Awujo, 2005) which proffer effective succession planning strategies as being fundamental to organizational performance, leadership effectiveness, corporate continuity and thus organizational survival. All seven (7) null hypothetical statements were thus rejected and restated as statements of findings based on the observed relations between the constructs. The bivariate results suggest that through effective succession planning, the activities and operations of the organization maintain a measurable form of predictability and stability as a result of the successive transfer office and leadership based on understanding and planned intent (Gunderson and Hourani, 2003; Palmer and Johnson, 2005).

As observed by other studies (Amah, 2009; Mcshane and Von Glinow, 2006) corporate culture aligns the internal workings of the organization with its external environment in such a way that fosters adaptation through learning and knowledge transfer.

5.2 Conclusions of the study

In conclusion the study finds that succession planning affects organizational survival and thus enhances outcomes such as adaptability, maintenance of high-performance standards and achieving high performance goals. This relationship is further significantly enhanced by the

culture of the organization; hence based on the evidence of this empirical endeavour we assert that:

- i. Mentoring as an attribute and dimension of succession planning is imperative for organizational adaptability, maintenance of high-performance standards and for the achievement of high-performance goals; factors which facilitate organizational continuity, enables goal attainment and thus organizational survival
- ii. Management development as a dimension of succession planning is important for attaining organizational adaptability, maintenance of high-performance standards as well as the achievement of high-performance goals; thus enabling the organization through aspects of leadership stability and predictability to maintain and sustain organizational activities and operations, hence achieving organizational survival
- iii. Organizational culture as a contextual construct and system within which other activities and functions of the organization are embedded, enhances the influence of succession planning on organizational survival, thus improving on outcomes such as adaptability, maintenance of high-performance standards and the achievement of high-performance goals.

5.3 Recommendations for the study

As a result of the findings and conclusions of the study, the following recommendations are herein proffered as ways in which organizational survival measures can be enhanced:

- i. That leadership is structured and patterned in such a way that allows for employee participation in decision making in such a way that facilitates learning and tacit knowledge transfer in a vertical manner (top-down and down-top) which would facilitate understanding, cooperation and successive implementation of ideas and policies by incoming incumbent leadership form within the organization
- ii. That concepts like mentoring is encouraged and emphasized within the organization; this would foster leader-subordinate relationship and allow for understanding and effective communication of ideas in such a way that leader actions and intentions are clearly understood and can be followed up by in-coming leaders and policies and goals consistently followed up in spite of leadership change.
- iii. That management development activities be prioritized as regards organizational survival since this would enable the identification and selection of potential leadership successors within the organization and would also facilitate the coordination of succession activities, thus avoiding most negative and unnecessary competition most often associated with succession especially within the organization.
- iv. That the activities of mentoring and management development be consistently reviewed and sustained through enabling policies and regulations which would further promote its functionality as part of the organizational value and belief system, thus embedding within the cultural system of the organization.

5.4 Suggestions for further studies

This study investigated the relationship between succession planning and organizational survival within certain specified theoretical, geographical and target scope; thus the generalization of the result of the study can only be specific to the target population given the

parameters of the industry wherewith it was carried out. As a result of this, we therefore suggest that effort be made to ascertain the validity of these results within other industries or national context. We advocate a replication of the study to industries such as banking, oil and gas as well as telecommunication and also suggest the possible examination of other predictor variables such as strategic business alliances, re-engineering business processes, and organizational learning as antecedents to facilitating and enhancing organizational survival in Nigeria.

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