

Management Succession Planning and Its Effect on Organizational Sustainability

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Abstract

Effective organizational leadership provides the framework for management succession planning which is important for organizational sustainability. Sound strategic human resource management activities including management development, career development, talent development, leadership development are among the components that promote effective management succession planning. Manpower analysis is a component of effective management succession planning which is relevant so as to categorize organizational manpower within the levels of cash cows, dead enders and stars. This categorization is not immodest but a bold attempt to identify the stars and motivate them for long-term organizational leadership and sustainability. The learning organization is imperative now more than ever before because it is a place where organizational people develop the capacity to create the future they desire for themselves and their organizations. It provides the opportunity and creates a healthy environment for establishing succession consciousness necessary for organizational sustainability. The exploratory research design was used for the study. Data collected were filtered, analyzed and the result showed a positive association between management succession planning and organizational sustainability. The study was limited in terms of current relevant literature and scope, therefore, further study is required in the areas of organizational leadership and sustainability. It was suggested that management succession planning should not be a search for the best person to lead the organization but for the exceptional person who will be motivated to provide the type of organizational leadership required for organizational sustainability.

Keywords

Organizational Leadership, Learning Organization, Exceptional Person, Stars, Organizational Survival, Empowering Leadership

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1. Introduction

Management succession planning is critical to ensure that the stock of human abilities can collectively yield a full stream of services that are required over a long period of time and therefore providing income for both the individual and the organization. Many researchers agree that human beings constitute what in economic terms is known as *capital* and in the view of the management scientists, is a resource. Therefore, human knowledge, skills and abilities basically,

constitute resources, not only in terms of productive labour, but also in terms of constructive imaginative and leadership thoughts that influence the provision of other goods and services, and fundamentally leading to the generational organizational growth and sustainability. It is mainly for this reason that organizations must engage in management succession planning so as to maintain the requisite stock of people in the right quality, quantity and time with the aim of ensuring organizational sustainability. Building management and leadership skills is critical for the efficiency, productivity and generational growth of the organization. The need for

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generational growth and sustainability often push up the business case for early management succession planning. Management succession planning is both a development activity and a management instrument for achieving organizational sustainability through planned internal change and renewal. The process of management succession planning identifies and prepares high-performing and high potential individuals to occupy high positions of responsibility in the future. It makes adequate provision for the replacement of out-going executives, either due to retirement, transfer, resignation, secondment, promotion, or even death. In a broad sense, the concept of sustainability science connotes *sustained yield* which also relates to the study of the concepts of sustainable development and environmental science. Sustainability science theory therefore, suggests that the ability of management to make good judgment about the future management and leadership of the organization leads to its sustainability. Management succession planning for organizational sustainability would invariably involve sustainable management of resources. Sustainable management takes the concepts from sustainability and synthesizes them with the concepts of management. Sustainability theorists suggest that sustainability has three branches: the *environment, the needs of present and future generations, and the economy*. Based on these branches, it creates the ability of a system to survive and thrive by maintaining economic viability and also nourishing the needs by minimizing resource depletion. Therefore, sustainable management is applicable to different situations in the categories of business, economy, and environment with the aim of meeting the needs of the present generation without compromising the needs of the future generations [1]. Management succession planning identifies specific people to fill key management positions within the organization. It is facilitated to a high extent by a carefully developed system of development processes like career planning and management, management development, leadership development, talent development, performance and potential development, and other management techniques. Management succession planning almost always involves the introduction and use of a replacement chart, which shows both incumbents, and potential replacements for key management or leadership positions expected to enhance the chances of the organization's growth and sustainability. Management succession planning process also enables the organization to better understand the homogeneous needs of the employees so as to customize human resource strategies to secure their commitment to organizational success. It is an important element of strategic human resource management that aims to enhance organizational efficiency, quality, innovation, entrepreneurship, responsiveness to stakeholder needs as the building blocks of competitive advantage.

According to Odozi [2] management succession planning uses a management inventory that is a specialized and an expanded form of skills inventory for all organization's current management team. It contains basic information like personal data, skills, education, job experience, training, special qualifications, a brief assessment of past performance and potential for advancement into higher positions. According to Ogunleye [3] management succession planning prepares the up-coming managers for effective management devoid of conflict. It ensures that the right people are in the right jobs at the right time. He emphasizes that management succession planning is about identifying tomorrow's leaders today and ensuring continuity of top management to drive the business of the organization forward. In terms of success, Umez-Eronini [4] opines that management succession planning at any level remains a vital instrument in organizational growth, stability and sustainability. She explains that society is highly concerned about succession and sustainability from the family level to the organizational level. In this case, succession is all about continuity and purposeful continuity requires planning to achieve the desired goals. This aspect of strategic human resource management is essential for organizational longevity because at the apex of the human organization is the leader, while at the other end of the continuum are the employees who are often graduated into distinct and stratified hierarchy of lesser leadership. Therefore, the ability of the leader at the top to galvanize the momentum of work at any level in the hierarchy of the organization dictates more than any other factor, the nature and dynamics of the organization. Consequently, leadership skills and styles of the leader cannot easily be divorced from organizational growth and sustainability. A typical example is the Guinness brewery business that was established in Dublin on 31st December, 1759 as a family business. This global brewery giant has remained successful and sustainable for over 260 years or two and half centuries largely due to the leadership and business acumen of late Mr. Arthur Guinness (1725-1803) who laid a wonderful management succession plan [5-7]. Nwuneli [8] also provides evidence that even in Nigeria, organizations that had early management succession plan are more successful than those who waited for too long to introduce one. According to him, in the late 1950s, late Sheik Mohammed El-Khalil who founded Seven-Up Bottling Company Plc as a family business started to lay the foundation for management succession by giving his sons the opportunities to assume important management roles in M. El-Khalil Transport Ltd. He reports also that between 1940 and 1960 the late Chief F. G. N Okoye had laid the foundation for his business empire, but succession management commenced only in 1971 with the return of his first son from Firtz William College, Cambridge. With early

management succession planning, Seven-Up Bottling Company Plc, is today, one of the most sustainable organizations in Nigeria. Before 1992, when Sheikh Mohammed El-Khalil, who was the first generation founder of the company, passed on in Lebanon, he had established a formidable management succession structure. In 2000, his successor in command, and the family, highly committed to the succession and sustainability of the enterprise recruited business and family consultants to assist them in their efforts to further professionalize their relationships. In addition, they introduced non-family members into the leadership of the organization and made sure that the same high level commitment and professionalism that has marked their ascent is retained, and that the younger generation of El-Khalils' remains passionate and engaged. Based on their strong heritage, the dynamism of the new generation, coupled with the wisdom and guidance of the older generation, Seven-Up Bottling Company Plc is bound to survive and thrive into fifth and more generations, and this is about the wonder of early and effective management succession planning driven by visionary leadership [9].

1.1. Research Problem

Nigeria as an emerging economy where more than 90 percent of newly registered businesses fall within the micro, small and medium enterprises (MSMEs) has a high business mortality rate due to lack of management succession planning. Without sustainability of the MSMEs Nigeria will make economic and political progress very slowly, but this can be reversed through effective management succession planning. MSMEs have been acclaimed to contribute substantially to the economic growth of nations. For example, in India, small businesses accounted for about 42 percent of manufacturing turnover, 45 percent of employment and 35 percent of export in 2005. Apart from contributing to GDP, MSMEs have the capacity to function as incubation centres for organizations. They also provide training opportunities to future managers of large enterprises and they create employment. But unfortunately in Nigeria only about 40 percent of MSMEs celebrate their fourth anniversary indicating a high mortality rate. The challenge here is that about 60 percent of such organizations fail for reasons not unconnected with poor management succession planning. The problem of management succession planning is high in Nigeria where many enterprise promoters and chief executive officers have an indispensable disposition and keyman mentality. Some of them seem to overrate their abilities thereby making it difficult, if not impossible, for them to plan for effective succession in good time. Some of the business people are worried about dilution of ownership. To this extent, they do not relish the thought of no longer running the organization they worked so hard to establish. According to

Ogunleye [3] they may be reluctant to give up their organization, since it may signal their own ageing or infirmity. There may also be *strong emotional attachments* to their organizations or to the idea of handing it over to a successor, regardless of ability and capacity. Often the outcome of these problems is putting off management succession planning until it becomes too late. This problem must give way for organizational sustainability as recent business failures in Nigeria and bankruptcies in the United States bear testimony to the fact that greed and irrational commitment to outdated management practices were decisive factors [10]. Many family businesses that would have grown to become as great as Seven-Up Bottling Company Plc, Guinness Plc, have been destroyed by lack of management succession planning and many more are facing legal challenges due to outdated management practices and zero management succession planning mentality. Many businesses fail to see the future because of the inability of owners or directors to devote more time and resources to issues of environmental social responsibility (ESR) as well as ethics and corporate social responsibility (ECSR) that would otherwise help in focusing more attention on the future of the organization. If management succession planning is a priority of the future it would clearly suggest that it is directly linked to organizational sustainability. Unfortunately, this critical area receives less attention because of directors' fear of agency costs, need for short-term profits, without thinking more of a robust succession policy to produce competent chief executive officers (CEOs) for intergenerational growth and sustainability. Review of business and management literature reveals that years of focusing on the ways to earn short-term profits and increased shareholder value creates impediment to the introduction of good management succession plans or sustainability policies by many organizations which often lead them to losing competitive advantage in the long run. This argument and those that suggest that giving attention to sustainability strategy will amount to a diversion away from core business model are defective and unsustainable. Rather, it can be emphasized that management succession planning helps to reduce the practice of rule through fear as a philosophy of management and leads to personality development among employees to prepare them for higher responsibilities in the future.

1.2. Research Objective

The study was designed to examine the relationship between management succession planning and its effect on organizational sustainability.

1.3. Research Significance

The result of this study will provide more information on the

relevance of human resource management (HRM) practices on organizational sustainability. Often many people view enterprise sustainability from the narrow area of financial sustainability and such misconception leads to the neglect of good HRM practices critical for organizational sustainability. Management succession planning is centrally linked to its growth agenda and this can only be achieved through strategic HRM elements required to raise a competent chief executive officer (CEO). The CEO is the individual with requisite competencies to lead the organization to the desired level. He must exercise effective control over environmental, economic, material and social resources of the organization. This supports the argument in the business and management literature that management must have the power to control social outcomes even in terms of effectiveness and the understanding that responsible leadership behavior leads to sustainable business. The present study attempts to blow the trumpet to the effect that HRM role is critical to organizational sustainability [11-12]. A study of this nature is very significant at this time when the UN is passionate about the attainment of the Sustainable Development Goals (SDGs), 2030, agenda. The agenda is composed of 17 goals including the needs for life-long learning, innovation, justice, equality, among others, built on the success of the Millennium Development Goals (MDGs). The SDGs are to work in the spirit of alliances, and partnerships with the pragmatism to make right choices now to meet the needs of the present

generation without compromising the needs of the future generations. It aims to improve life in a sustainable way for future generations, which implies careful management succession planning at all levels and the empowerment of people [13].

1.4. Hypothesis

To achieve the objective of this study, the following hypothesis was formulated and tested at 0.05 level of significance.

Ho: There is no relationship between management succession planning and organizational sustainability.

Hi: There is a relationship between management succession planning and organizational sustainability.

1.5. Conceptual Framework of the Study

A conceptual framework is a structure of the study idea or concept and how it is arranged and which summarizes the research problem in relationship to the relevant literature. It is usually put in a schematic form that presents the principal variables and their hypothesized relationships. The conceptual framework of this study as shown in figure 1 was based on the model previously developed by Cavusgil and Zou, [14], models are frequently used in research and lead to theory building [15].

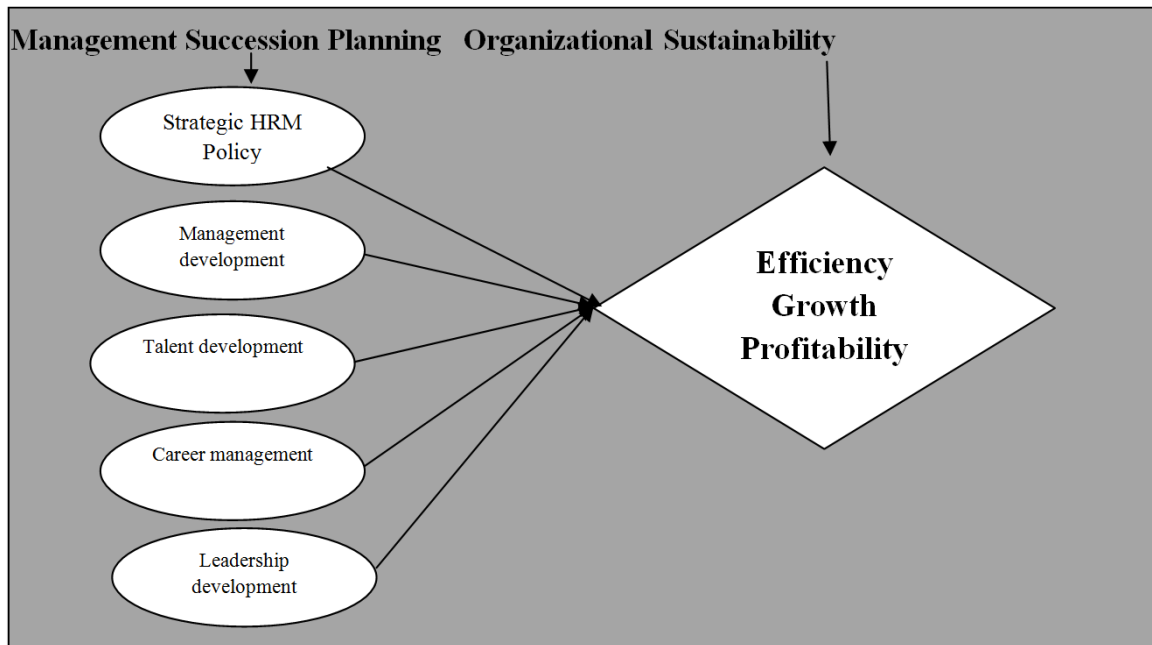


Figure 1. Management Succession Planning and Organizational Sustainability Model.

Source: Author Designed (2020)

Comprehensive management succession planning involving strategic HRM policy, others are necessary to provide a fertile ground for organizational sustainability. Strategic

HRM refers to the process by which management designs the components of its HRM system so as to be consistent with each other, with other elements of the organizational

architecture, and with the organizational strategy and goals. This process aims at enhancing the opportunities for organizational growth and sustainability. According to Jones and George [16] strategic human resource management enhances an organization's efficiency, quality, innovation, responsiveness to stakeholder needs, competitive advantage and long-term sustainability. HRM functions in terms of talent management, management development, career development and leadership development are among the complex and dynamic dimensions of management succession planning that in great measure influence organizational sustainability. The need for leadership development in organizations cannot be overemphasized because it influences behavior patterns. Leadership is a dynamic process that involves influence, it occurs within a group context, and aims at the achievement of goals. This definition suggests that the leader in some ways motivates others, to act in such a way as to accomplish organizational goals. A major aim of the concept of organizational sustainability is enhancing the social, environmental and economic platforms within which the business operates, which then implies a simultaneous growth to be driven by the requisite caliber of human talent available in the organization. Management succession planning theory thrives on the notion that organizations' must develop a deeper sense of what value means to society and not to think only of profitability but also on how to invest in the future by recognizing the need to build people and society through supporting key aspects of ECSR that are fundamental to organizational sustainability [17-18].

2. Literature Review

Management succession planning aims at ensuring that the organization develops the career of individual employees and groups of employees for a continuous supply of competent manpower that will match the present and future requirements, of the organization. It is both a development activity and a major instrument for achieving organizational prosperity and continuity. HRM activities have a single important objective of producing competent people from within the organization to promote the effectiveness of the organizational structure and sustainability. Milkovich and Boudreau [19] argue that management succession planning attempts to anticipate changes in the requirements of future top management positions as well as the development of the management and leadership needs to enhance organizational continuity and performance. According to Adimorah [20] it is widely acknowledged that contemporary company's can no longer rely upon the past successes of passive evolutionary change for their growth and survival. They would need to radically restructure their processes, people, technology and

systems to compete optimally and grow in a rapidly changing economic environment. He asserts that of all the resources an organization requires for growth and survival, human resource is the most important. Human beings make things happen efficiently. Also, even though the general policy directions of organizations or institutions rest with the board of directors (BODs) daily operations depend on the quality of human resource employed and the effective utilization. In the present century, competition and the increasing wave of sophistication of end users and globalization have contributed to awaken interest in the areas of management succession planning and organizational sustainability [21]. Corporate profit often referred to as the *bottom line* is a measure of organizational effectiveness and sustainability. According to Vance [22] organizational and human resource plans and strategies are inextricably linked. He opines that HRM activities play a major role in ensuring that an organization will survive and prosper. It is suggested that organizational effectiveness reflects the components of performance, legal compliance, ECSR as well as ESR, employee development and motivation. Management succession planning is a central HRM activity because for an organization to be effective, it must develop mission and strategy, organizational structure, and sound HRM. This now plays a very critical role in organizational survival because of growing global competition, rapidly expanding ICTs, increased demand for human talent, team and organizational competencies needed to meet faster cycle times, compliance with regulatory requirements and consumer expectations.[23-24]

2.1. Learning Organization and Sustainability

Management succession planning in a modern organization has the key objective of providing for the future needs of the organization and thrives more in a learning organization. This is imperative because a learning organization is a place where people continuously try to expand their knowledge, ability and capacity to create the type of results they actually desire, it is a place where new and expansive patterns of critical thinking are introduced, and nurtured, where collective aspiration is set free and where people are continuously learning how to learn together. According to Senge [25] learning organizations are fostered by devoting time, energy, and resources on a continuous basis to the training and development of employees for improved understanding, performance, effectiveness and sustainability. Therefore, for any organization to sustain its competitive advantage in a turbulent global business environment it must depend on the quality, and mix of its executive manpower and credible management succession planning [26-27]. Great learning organizations believe that CEO succession is critical for its

sustainability. For example, according to Kiri and Kirk [27] for most organizations, CEO succession, while not nearly so dramatic, nevertheless requires careful handling because if properly planned it can have an advantage because it opens up room for upward mobility, provides continuity and brings in new ideas from below. Succession at any level remains a vital instrument in organizational growth. Management succession planning requires strong leadership to motivate others for better performance. It is all about continuity; therefore, it must be well planned. To this extent, management succession planning must recognize the elements of mission and vision embedded in transformational leadership to manipulate the other resources in a changing environment to achieve set goals using strategies which in themselves are adjustable and are also responsive to the dynamics of the environment. Unlike learning organizations most other organizations often neglect the requirements for effective management succession planning to ensure organizational sustainability. Developing and implementing effective management succession plans helps to address organizational strengths and weaknesses and review of significant new developments for the generational growth of the enterprise. Such review will often involve a total management succession agenda in relation to management manpower training, employee development, organizational performance, appraisal and analysis, as well as manpower inventory and control. Organizations that rely on mere intuition and a lukewarm attitude to management development and succession run the risk of losing huge market advantage. Some have a tradition of planning for organizational success and expansion in real terms of market growth, alliances, mergers, diversification and the availability of capital, without any due consideration of the future or potential management manpower needs of the organization. Organizations in this category that have not taken responsibility for career development in the interest of their employees will suddenly discover that they are losing out to competitors who are learning organizations and are using more modern, progressive, and systematic approaches to drive organizational sustainability. According to Worthy [29] organizational survival, continuity, and availability are among the primary responsibilities of top management of all corporations and of most other organizations and institutions. These responsibilities to the employees, shareholders, and stakeholders, cannot be fulfilled effectively unless adequate provision is made for management succession. He points out that a responsible management cannot leave the development of the future management of the organization to chance. He explains that future management needs can be budgeted for and managerial resources can be managed to ensure that the organization has the right number and the right kind of management materials at the right time and in the right

position to provide for continued organizational strength and sustainability. Due to growth in organizational assets, in response to globalization, the requirements for competent manpower, the necessity of providing for effective management succession has become more acute and more organizations must become increasingly aware of their responsibilities in terms of effective management succession. There is a significant difference between establishing HRM programmes where excellence is expected and one where excellence is demanded, where effective management succession planning is in place, organizational excellence and sustainability become implicit. Effective management succession planning is therefore, a vital and indispensable tool of management which forms the framework for judging performance and obtaining excellence and sustainability. Worthy [29] insists that the accelerating rate of change, both within organizations and in the environment within which they operate has created an ever-increasing need for management succession plans that are fully integrated and systematic, but flexible and effectively implemented so as to drive organizational sustainability based on good organizational philosophy, professional management and leadership [30-34].

2.2. Organizational Leadership and Sustainability

Organizations cannot decide what to do today unless they know where they want to be tomorrow. Therefore, any plan to improve depends on effective organizational leadership that is clear about the goals and focuses on performance and sustainability. Effective organizational leadership demands that leaders should train and empower successors for the sustainability of the organization. This is the major first step in management succession planning. Leaders are often characterized with attributes such as intelligence and honesty. Also, it is believed that effective leaders are generally consistent and unwavering in their decisions. This implies the type of consistency which then provides the basis for stability and sustainability. The effective organizational leader usually takes up a difficult task but through determination, perseverance and persistence ultimately succeeds. A successful leader is frequently the one who believes in succession because *success without succession is failure*. The employee's main responsibility is doing the work as directed, while a leader's main responsibility is developing others to do the work. This results in training and developing others to take over in succession. Therefore, the loyalty to the leader climbs to its zenith when the follower has personally grown through the mentorship of the leader. In this case, the leader has established a linkage, a successor, and has begun the important process of management succession planning in the organization. Effective organizational leaders not only

transform their organizations through performance, but they are also the catalysts for building of bridges of growth, continuity and sustainability. According to Abolo [35] excellent management by its very nature is somewhat conservative and methodically incremental and short-term-oriented. He opines that leadership is an important aspect of managing, and that excellent leadership from the top is the essential ingredient for organizational sustainability. Good leadership empowers other managers and employees who see the need for change but are often constrained by the old culture. Kotter [36] posits that the very best management cannot produce major change. Therefore, without leadership, organizations cannot adapt to a fast-moving world. If organizations are going to live up to their potential, the need to find, develop, and encourage more people to lead in the service of others cannot be overemphasized. Leadership is a potent source of management development, competitive advantage, performance improvement and organizational sustainability. Visionary leadership creates strategic vision and by acting consistently, builds commitment towards achieving cohesion, efficiency and effectiveness. Organization theorists suggest that in efforts to outperform others, organizations focus on the ability of the leadership because it is the traditional believe that leadership plays a pivotal role in enhancing the stability and sustainability of the organization. Kien [37] opines that leadership is imperative for organizational performance, and Zhu, et al [38] agree that transformational leadership is linked to organizational outcomes [39-42]. For example, over the years, the El-Khalils who own the Seven-Up Bottling Company Plc surrounded themselves with competent people who are capable of running the business with vision. However, recognizing that only a few people manage the fortunes of any organization and that leadership is critical for the growth and development of any organization, they invest heavily in human resource training and leadership development based on an enduring management succession plan, established by late Sheik Mohammed El-Khalil years ago. Therefore, despite the beauty of transformational leadership, the case of Seven-Up Bottling Company Plc exemplifies empowering-leadership or post-heroic leadership. This unique type of leadership is largely characterized by sound management succession planning, and the favoured ideal way to lead today [43].

3. Methodology

3.1. Research Design

The exploratory research design was used for the study. This design is historical in nature and does not frequently require a large sample or a structured questionnaire. Both qualitative

and quantitative techniques can be used in exploratory study to achieve the desired objectives. [44-45]

3.2. Population, Sample and Size

The population composed of all the companies listed on the floor of the Nigerian Stock Exchange (NSE). The sample was selected through the purposive technique, while the size was determined by the sample ratio concept [46].

3.3. Sources of Data

Data for the study were generated through primary and secondary sources such as: personal interviews, observations, books, journals, government reports, newspaper reports, magazines, literature reviews, Internet, journals, etc. Literature reviews aim at summarizing existing research and identifying patterns, themes and issues, which help to identify the conceptual content of the study [47]. The two methods of data collection were employed so as to complement, supplement and validate data through each other [48].

3.4. Treatment of Data

Data were organized, filtered, and coded before they were classified, in reading for analysis.

3.5. Data Analysis

Data were analyzed through the descriptive and regression statistical techniques, and result presented in figures and tables.

4. Presentation of Result

4.1. Discussion

The regression sum of squares (47.778) is less than the residual sum of squares (55.012), which indicates that more of the variation in the dependent variables is not explained by the model. The significant value of the f statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance. The coefficient of correlation of the model R is .682, meant that there is strong positive relationship between dependent and independent variables used in this model. Coefficient of determination R^2 value of .465 or 46.50 percent showed the highest percentage value that the independent variables explain the dependent variable of the study. The goodness-of-fit test of the model is also good at the adjusted R^2 value of .463. With $t = 14.223$, therefore, the null hypothesis was rejected and the alternate hypothesis accordingly accepted. This is the objective of the study. Sound organizational leadership will drive effective strategic human resource management policies that will enhance talent development, career development,

management development and leadership development to form the basis of a sound manpower inventory for any organization. Through manpower appraisal and analysis executive manpower is identified and proper planning is conducted with the full support of board and management or the leadership of the organization. Management manpower planning focuses on training and development to ensure availability of competent organizational people to drive organizational performance. Organizational performance in terms of productivity and profitability is often the minimum benchmark for organizational sustainability. Managing a succession plan ensures that there is a pool of managers available at all times to ensure uninterrupted operation of the organizational activities. To achieve this therefore, organizational leadership ensures that management pays sufficient attention to management manpower training and retraining for the creation of a knowledgeable, articulate and committed pool of managers to fill available vacancies at the appropriate time. The norm in contemporary management practice is for organizations to adopt a computerized human resource information system which stores inventories of the skills, competencies and experiences of individual employees along with other performance records and potentialities for effective management succession planning and implementation. In addition, the list of attributes for key job requirements could be stored such that this information is linked to other data and provide guidance to identify people available to fill vacancies not only in the present but also in the future. This is imperative because a major aim of manpower appraisal, analysis and potential assessment is to identify the training and development needs and provide possible directions for each individual to chart a career within the organization so as to ensure its survival and sustainability. Emphasis by earlier scholars on what is now known as functional sustainability or short-term gains in terms of organizational profitability slowed down focus on organizational growth and sustainability. The tragedy today is that many traditional organizations are wanting in leadership, lacking in vision and mission and therefore, not capable of appreciating the need for effective and result-oriented organizational career progression, career planning and management succession planning. Leadership is a strategic management approach that drives effective management succession planning. It provides the energy for the organization to build strong foundation and to train capable hands to provide generational control of the organization. This is important because additional knowledge and the ability to adapt to change are critical to organizational sustainability. Management manpower planning must remain a priority in recognition of the fact that only a handful of people manage the fortunes of any organization and that leadership is critical for the growth and development of any

organization. Effective management succession planning is about managing transitions and companies like Guinness and Seven-Up Bottling Company Plc that started as family enterprises that are today recognized as powerful forces in the global market because of sound leadership and effective early management succession planning. Management succession planning allows the organization to classify its employees into groups based on such criteria as qualification, skill, competence, loyalty, experience, leadership quality, discretionary ability among others. This basically enables the organization to identify who among the employees can produce the best result from available resources for the organization. It is an important HRM role to secure organizational short-term success and long-term sustainability. The modern management succession planning must appreciate that there are generational differences, including preferred training methods, proficiency with ICTs, attitudes towards authority, teamwork, learning and other HRM roles that collapse into management succession planning, resulting to organizational performance and sustainability. To enhance organizational sustainability, modern management succession planning should identify employees in the categories of: *cash cows*, *stars*, and *dead enders*. While the *cash cows* are stable and doing well in their current position, but lack the required potential for higher responsibilities, the *dead enders* are employees with low performance and low potential. On the other leg, *stars* are high performing employees with high potential, who however, have a record of quick exit but can be motivated to stay on for long-term organizational sustainability, and this is the aim of modern management succession planning [49-51]. The need to focus on modern management succession planning is urgent in Nigeria because it is now widely believed that the country has continued to rely on rigid, and archaic management models. It is noted that achieving organizational sustainability requires commitment from the entire organization to foster a culture that can adapt to current changes in a growing competitive environment. According to Omoigui [52] to drive a high performance culture, organizations need to implement an effective performance management process, create empowerment, and authority, increase leadership capability at all levels of the organization.

4.2. Recommendations

- i. Management succession planning should not be a search for the best person to lead the organization because there is *no best person*. The focus should rather be on the *exceptional person* well equipped for performance and long-term organizational sustainability.
- ii. The human being as the most important factor in the production process controls other equally important factors.

Therefore, to avoid organizational failure and promote organizational sustainability HRM role should focus on people with integrity because they have the quality of being honest, without divided loyalty, have spirit of contentment and commitment to organizational continuity.

iii. Organizational leaders should anticipate change, vigorously take advantage of available opportunities, train, develop and motivate others for higher responsibility and performance towards organizational objectives and sustainability.

iv. Organizations in the present century and beyond need to transform themselves into learning organizations because it creates a healthy environment for establishing succession

consciousness, organizational growth and sustainability.

v. Management succession planning should be seen as a tool for competitive advantage for organizational sustainability and not as a *favour or gift to the employee by management*. This misconception often leads to the loss of the *exceptional person* from one organization to competitors.

4.3. Scope for Further Study

Further study should examine the relationship between organizational leadership and organizational sustainability to check whether leadership style dimensions affect employees, performance and organizational growth, success and sustainability.

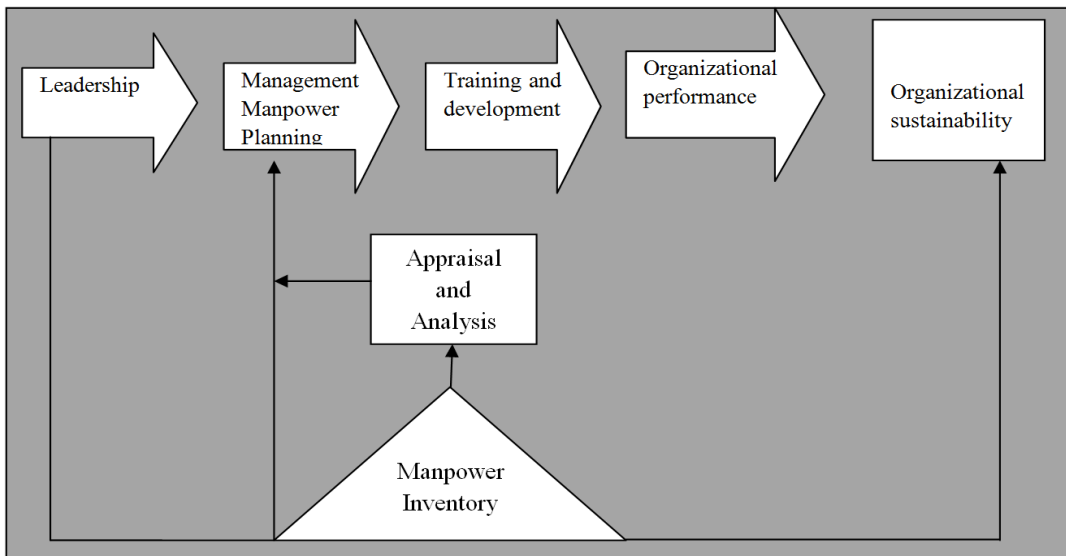


Figure 2. Modern Management Succession Planning Model.

Source: Author Designed (2020)

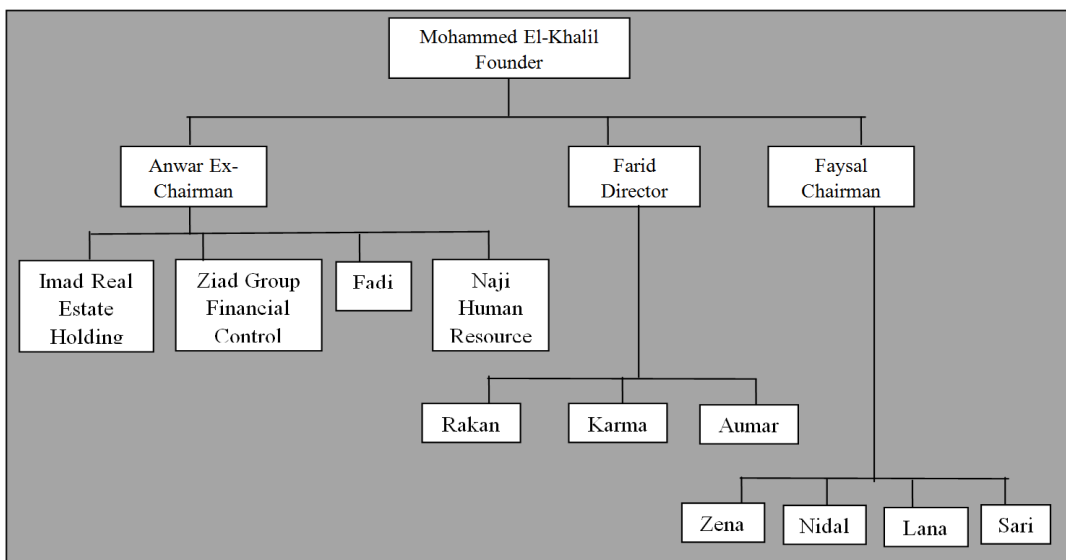


Figure 3. El-Khalils Involved In The Family Business.

Source: Fieldwork (2020) Adapted from Nwuneli [8]

Table 1. Model Summary.

Model	R	R square	Adjusted R	Std. error of the Estimate	Durbin-Watson
1	.682a	.465	.463	.37899	.064

a. Predictors: (constant), Management Succession Planning

b. Dependent Variable: Organizational Sustainability.

Table 2. ANOVA.

Model	Unstandardize coefficient		Standardize coefficient	T	Sig.
	B	Std. error	Beta		
1 Constant	.342	.081		14.223	.000
Organizational sustainability	.413	.023	.682	18.238	.000

a. Predictors: (constant), Management Succession Planning

b. Dependent Variable: Organizational Sustainability.

Table 3. Coefficients.

Model	Unstandardize coefficient		Standardize coefficient	T	Sig.
	B	Std. error	Beta		
1. Constant	.342	.081		14.223	.000
Organizational Sustainability	.413	.023	.682	18.238	.000

a. Predictors: (constant), Management Succession Planning

b. Dependent Variable: Organizational Sustainability.

5. Conclusion

Effective organizational leadership drives management manpower planning through HRM activities that promote organizational sustainability. Manpower analysis is critical in management succession planning to separate *cash cows* and *dead enders* from employees who are *stars* so as to empower them for higher responsibility, performance and organizational sustainability. The learning organization is imperative today more than ever before as a place where people often expand their knowledge and capacity to create the future for themselves and their organizations. It creates a healthy environment for establishing succession consciousness, organizational growth, success and sustainability. The exploratory research design was adopted for the study and it was found that management succession planning has positive correlation with organizational sustainability. This result lends credence to the hypothesis that organizational survival, continuity, and visibility are among the primary responsibilities of top management, and that effective management succession planning provides for organizational sustainability. This is the interest of the study.

Contribution/Originality

Based on the modern management succession planning model this work is one of the few studies to find a positive relationship management succession planning and organizational sustainability. As original contribution to knowledge, the assumption is that strategic human resource

management, management development and talent management are critical to organization growth.

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Biography



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