12 SUCCESSION PLANNING AND ORGANIZATIONAL SURVIVAL: EVIDENCE FROM NATIONAL BUSINESS AND TECHNICAL EXAMINATION BOARD, BENIN CITY, NIGERIA

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ABSTRACT
The purpose of the study was to investigate the effects of succession planning on organizational survival: Evidence from National Business and Technical Examination Board (NABTEB), Benin City The sample size of two hundred and two (202) was selected from the population of the study through a random sampling technique. A semi-structured questionnaire was used to collect the needed information from the sampled respondents. Out of the 202 sampled, only 158 usable questionnaires were retrieved. Statistical Package for Social Science (SPSS) was used to analyses the data. Findings from the study show that there is a strong positive effect of predictor on the response variables. The study recommends among others that management should develop succession plan that corresponds with the organization's management philosophy and practice for better adaptability and dynamic capability that will enhance organizational survival

Keywords: Succession, planning, survival, human resource management.

1.0 INTRODUCTION

Succession planning is the process that ensures the stability of tenure of personnel. It is perhaps best understood as any effort designed to ensure the continued effective performance of an organization, division, department or workgroup by making provision for the development, replacement and long-term retention of talented individuals (Akani, 2015). Management succession planning is the process of assessing and auditing the talent in the organization in order to answer three fundamental questions. First, are there enough potential successors available? Second, are they good enough? Third, do they have the right skills and competences for the future? (Armstrong,2009). Therefore, securing and retaining skilled employees plays an important role in management succession plan that would not only focus on those who might be candidates for current positions but also, attempt to plan for possible changes in those positions as well as the promotion and development needs of subordinates (Milkovich &Boundreau, 1988; Obadan, 2013; Akani, 2015; Fapohumda, 2015).

The objective of succession planning is to ensure that the organization is prepared to fill key positions when the incumbents leave for any reason. For employees, succession planning provides useful information about the direction their career is likely to take if they continue to work in the organization. Furthermore, succession planning is based on information about managers gleaned from supply and demand forecasts talent audits and performance and potential reviews. To

keep track of their top talent, many organizations maintain a talent pool. A talent pool is a list of employees who have been identified as having high potential for advancement, usually because they are top performers in their current positions. The employees in a talent pool are those whom the organization is especially interested in retaining and developing. Charan, Drotter and Noel (2001) argues that it is essential for organizations to train successors before the vacancies are created. Ensuring that employees in the talent pool are considered when job openings occur is one tactic for successful long-term staffing of the organization (Wener, Sachuler& Jackson, 2012; Eshiteti, Okaka, Maragia, Odera, & Akerele2013).

However, none existence of succession plan can pose a great challenge to strategic human resource management in situations where: employee retirement is at hand and a replacement is needed; there have been redundancies and dismissals of employees; sudden demise or physical medical incapacitation of employee (caused by accidents or ill health); unsignalled resignation of employee; and during promotion period. When faced with situation such as any of these, replacement from outside becomes the only option (Hills, 2007). In every sense, it is essential for any goal oriented organization to ensure that successors are available in their appropriate number, places, and time to fill key positions when the incumbents leaves for any reason. It is therefore of utmost importance for success-seeking organization to develop strategic succession plan for the organization as

these will help sustain the corporate structure in a competitive environment. Therefore, for an organization to realize its goals, appropriate strategies for retention and succession plan are sine-qua-non for enhanced performance and organizational survival.

The purpose of this study, therefore, is to examine the dimensions of succession planning and its effects on organizational survival in National Business and Technical Examination Board, Benin City. Finally, the study recommends among others that management should develop succession plan that corresponds with the organization's management philosophy and practice for better adaptability and dynamic capability that will enhance organizational survival.

2.0 LITERATURE REVIEW
Succession planning is a deliberate and systematic effort by an organization to ensure leadership continuity in key positions, retain and develop intellectual and knowledge capital for the future, and encourage individual advancement. Succession planning occurs when an organization adapts specific procedures to ensure the identification, development and long-term retention of talented employees.William, weather and Keith (1996) argues that regardless of the expansion or contraction of the total workforce in the organizations, the need for good managers is critical and continuous. They further posit that the availability of the right number, right kind of management staff at the right time and in the right positions is imperative. In the

words of Charan*et al.*(2001) succession planning is perpetuating the enterprise or organization 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 accelerate management performance over a period of time. However, it is therefore essential, for an organization to survive, there is need to plan for succession of the older (outgoing) employees (Hazarika, 2009; Eshiteti*et al.,* 2013; Akani, 2015).

According to Noe, Houston, Hollenbeck, Gerhart & Wright (2000), succession planning is a process of identifying and preparing suitable high potential employees to replace key players within the organization as their terms expire. SimilarlyBohlander and Snell (2007) sees succession planning as the process of identifying, developing, and tracking key individuals for executive positions. Collins (2009) asserts that succession planning is a method that can offer seamless leadership change across the organization. He posit further, that succession planning entails strategic, systematic and planned attempts to extend capabilities in prospective leaders through anticipated learning incidents like objective rotations and educational training so as to occupy high- level positions without nepotism.

The term succession planning usually is used interchangeably with replacement planning. However, replacement planning

is different in that it is a reactive approach to staffing that entails identifying replacements for key positions, usually at the senior levels of the organization. Succession planning is also closely intertwined with workforce planning process. Workforce planning allows the importance of job roles to be reviewed and critical training needs to be identified and prioritized (Garman & Glawe, 2004; Kiyonaga, 2004; Scharmer, 2007). Ideally, succession planning is a proactive approach to managing talent as it involves identification of high potentials for anticipated future needs and the tailored development of these talented employees so that there is a talent pool available to meet organizational demands as they arise (Akani, 2015). In today's fast-moving environment, succession planning may be more important and more difficult to conduct than ever before. Executives frequently lament that their firms are chronically short of talent. Yet in a survey of 150 executives with the nation's 1,000 largest companies in America, while all agreed on the value of identifying successors, only 72 percent said they are currently preparing someone to take their place (Bohlande r& Snell, 2007). Similarly, in a recent survey of 232 from four selected public sector universities in southwest Nigeria, 86.6 percent of the respondents indicated that the lack of effective human resource and succession planning has often resulted in employee turnover (Fapohunda, 2015). However, owing to the current spate of establishment of private universities by individuals and religious institution searching for talents in the same labour market as the public

universities the competition is now very keen. However, it is essential to note that the incumbents leaving the organization are futuristic and uncertain (Haynes & Ghosh, 2008).

Furthermore, succession planning is a continuous process and subjective; the selection criteria for successors depend on organizational policies, competence behavioural skills and the like. Therefore, future leadership of any organization is probably the most crucial aspect of its potential and continuing success and growth. Reasoning along similar line, Jackson (2011) identifies three solutions to successful transitions. First, is having a strategic plan that are attached to present performance metrics and aspirations while being centered on enduring goals that have extensive supports across the organization and for which there is logic of widespread cause and possession. The next involves building in-house aspirants for leadership positions to ensure constant high pattern of potentials inside the organization against which to evaluate the potentials of external applicants. Finally, it is imperative to boost a tradition that encourages a general sense of rationale and desires involving a real admiration of those that prioritize communal achievement ahead of personal acknowledgement.

Therefore, human resource planning assesses present and future human resource requirements so as to achieve organizational goals whereas succession planning spots important positions in the organization chain of command and trains successors to take over at the exits of the

incumbents (Adewale, Abolaji & Kolade, 2011; Fapohunda, 2015). However, Ojo (1998) affirms that both human resource planning and succession planning are vital to any organization and that neglects of either of these activities exposes an organization to severe human resource problems. The foremost distinction in the two is that human resource planning has a large-scale method involving the total workforce rather than individual or specific positions. Whereas succession planning is a more small-scale and proactive or regular method involving individual or specific positions concerning the contingency of the incumbent's exist from the organization which is futuristic and tentative (Nayab, 2010; Fapohunda, 2015).

Objectives of Succession Planning
The main objective of succession planning is to ensure that the organization is prepared to fill key positions when the incumbents leave for any reason. Specifically, the objectives of succession planning include:
(i) Matching the organization's available (present) talent to its needed (future) talent.
(ii) To help organization meet the strategic and operational challenges facing it by having the right people, at the right places, in the right times, to do the right things.
(iii) Ensuring the continued cultivation of leadership and intellectual talent and to manage the critically important knowledge assets of organizations.

(iv) To be proactive in terms of ensuring the continuity of leadership by cultivating talent from within the organization through

planned development activities (Ideh & Aghogban, 2018).

Importance of Succession Planning
According to Kessara (2012), the benefit and impact of having a succession plan in an organizational system is very obvious and immediate. First, by identifying and training high potential employees, their motivation level and skills in the workplace will be enhanced. Recognition from executives and managers will promote a healthy relationship between the management and employees. Succession planning implies that the organization supports hiring from within which has been proved to enhance employees' motivation significantly. Also, skilled and motivated employees often mean a high-performance organization as a whole. Secondly, planning aids a smooth hand-over from incumbents to successors, once the successors are called upon to take the roles, they will be well prepared after many years of training and development, they will have a good understanding of the organization's strategic directions, business responsibility and will already be absorbed in the organization's value and culture. Third, the overall business operational will be reduced as a result of succession planning. Moreover, a good succession plan can help cope with crises situations such as downturn in company's performance, scandals, and upset shareholders- highly relevant in today's prone environment (Akani, 2015). According to Adegoke (2013), the importance of succession planning includes:
(1) Forming the basis for

communicating career paths to each individual employee.

(2) Helping to engage the leadership in supporting the development of high-potential leaders.

(3) Creating a more comprehensive resources planning system.

(4) Helping to build a data base that can be used to make better staffing decisions for key jobs.

(5) Providing critical development experiences to those that can move into key roles.

(6) Helping to improve employee commitment and retention.

(7) Helping to meet the career development expectations of existing employees.

(8) Top manager are aware that the continued survival of the organization depends on having the right people, at the right places, in the right times, doing the right things. Therefore, strategic success is, in large measure, a function of having the right leadership.

(9) Where succession planning is left informal and unplanned, incumbents tend to identify and groom successors who are remarkably like them in appearance, background and values. They, therefore, establish a bureaucratic kinship system which is based on homosexual reproduction.

(10) Helping to establishes development and training plans.

Reasons for Succession Planning

Several reasons have been adduced as to why organizations should support systematic succession planning (Cole, 2002; Bohlander & Snell, 2007; Adewale *et al.,* 2011; Werner, Schuler, & Jackson, 2012; Mutunga & Gachunga, 2013; Obadan, 2013; Akinyele, Ogbari, Akinyele & Dibia, 2015). Some of these reasons include:

(i) To provide increased opportunities for high potential workers;

(ii) To identify replacement needs as a means of targeting necessary training, employee education, and employee development;

(iii) To increase the talent pool of promotable employees;

(iv) To contribute to implementing the organization's strategic business plans;

(v) To help individuals realize their career plans within the organization;

(vi) To tap the potential for intellectual capital in the organization;

(vii) To encourage the advancement of diverse groups;

(viii) To improve employee's ability to respond to changing environmental demands;

(ix) To improve employee morals;

(x) To cope with the effects of downsizing;

(xi) To reduce headcounts to essential workers only;

(xii) To decide which employee's appointment can be terminated without any damage to the organization;

(xiii) To cope with the effects of voluntary separation programmes;

(xiv) To identify who is currently in post and who is available and qualified to take over in the event of

retirement, voluntary leaving, dismissal or sickness.

Dimensions of Succession Planning

Three major dimensions of succession planning are identified in the literature (Bell, 1996; Bohlander & Snell, 2007; Caldwell, 2007; David, 2008; Armstrong, 2009; Singh & Dixit, 2011; Bateman & Snell, 2011; Werner *et al 20*12; Gomez, 2013; Akani, 2015; Ideh & Aghogban 2018). They are mentoring, retention effort and management development.

(1) Mentoring

Mentoring is the process of using specially selected and trained individuals to provide guidance, pragmatic advice, and continuing support that will help the person or persons allocated to them to learn and develop. Mentoring is a method of helping people to learn and develop, as distinct from coaching which is typically observing employee in action and then provide feedback and guidance for how that employee can improve his or her interaction skills in the future. It is relatively directive means of increasing people's competence. Mentors prepare employees to perform better in the future and groom them for career advancement (Armstrong, 2009). The executives and managers who coach, advice, and encourage employees of lesser rank are called mentors. Mentors often assist individuals in developing leadership capabilities by helping them obtain assignments that will foster on-the-job learning. A mentor is a corporate executive or manager who supervises, coaches, and guide selected lower-level employees by

introducing them to the right people and generally being their organizational sponsor (Bateman & Snell, 2011).

According to Agulanna, Edward and Awujo (2005) mentors provide to those assigned to them the following:
(i)   coaching In specific skills;
(ii) advice in drawing up self – development programmes;
(iii) general help with learning programmes;
(iv) guidance on how to acquire the necessary skills and knowledge to do a new job;
(v)   help in tracking projects by putting the trainee in the right direction, that is, helping them to help themselves.

When mentoring is more formalized, however, both the mentor and the mentee understand that they are engaging in activities intended to benefit the long-term development of the employee. Mentoring can increase employees' competencies, achievement, and understanding of the organization. Therefore, if leadership skills cannot be developed and improved through mentoring, all an organization can do is to search for good leaders and hope to find them somewhere.

(2) Retention Effort

Retention effort is an effort made by organization to support current employees in remaining with the organization. Das and Baruah (2013) has viewed retention as a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project.

According to Signgh and Dixit (2011), effective employee retention is a systematic effort made by employers to create and foster an environment that encourages current employee to remain employed, by having policies and practices in place that addresses their diverse needs. Walker (2001) identified seven factors that can enhance employee retention as (i) compensation and appreciation, (ii) provision of challenging work, (iii) chances to be promoted and to learn, (iv) a healthy atmosphere within the organization, (v) positive relations with colleagues, (vi) a healthy balance between the professional and personal life, and (vii) good communications. Gomez (2013) found that factors such as a supportive company culture, performance evaluation that focuses on improvement rather than criticism, and a competitive pay structure influenced employee retention. Shakeel and But (2015) found that factors such as job satisfaction, training, job embededness, flexible work arrangements, career development, organizational values and beliefs, organizational commitment, work-life balance, organizational support, job involvement, job content, status, working conditions, relationship with immediate boss, pay promotion, social environment, respect and recognition and organizational justice and prestige have a direct influence on employee retention.

Retention effort is also made in times when promotions occur and actions need to be taken to ensure that those employees not advanced do not feel passed over and seek professional roles elsewhere (Akani, 2015). To ensure retention of these talented employees after promotion decision, executives can take several steps. Ideally, there are other challenging positions in which talented employees can be placed; employees are inclined to stay where they feel appreciated and where they can grow (Michelle, 2011). Hence, retaining a well trained; skilled a contended workforce can lead an organization to greater heights while the lack of it can hamper its growth and development. However, managing workforce retention requires paying attention to efficiency and equity. Whether staff turnover occurs due to employee resignations, retirements, layoffs or discharge, administering the succession process often may incur the organization substantial costs.

(3) Management Development
Management development is concerned with improving the performance of managers in their present roles and preparing them to take on greater responsibilities in the future. Mumford and Gold (2004) described management development as an attempt to improve managerial effectiveness through a learning process. Mabey and Thompson (2000) affirms that management development covers a wide range of activities such as self-development through improving communication and presentation, and specific skills in managing office information and performance appraisals; financial management, managing other people; and managing in different cultures. According to Bateman and Snell (2011), organization development is a system wide application of behavioural science knowledge to

develop, improve, and reinforce the strategies, structures, and processes that lead to organization effectiveness. Similarly, Robbins, Judge and Sanghi (2009) view organizational development as a collection of planned change interventions, built on humanistic-democratic values, that seeks to improve organizational effectiveness and employee well-being.

Organizational effectiveness contributes to the analysis and diagnosis of people issues and proposes practical solutions; helps to develop resource capability by ensuring that the business or organization has the skilled, committed and engaged workforce it needs; helps to develop process capability by influencing the design of work systems to make the best use of people; and pursues an added value approach to innovation and service delivery (Armstrong, 2009). Ultimately, succession planning helps increase organizational capability- the capacity of the organization to continuously act and change in pursuit of sustainable competitive advantage. Formal approaches to management development include:

- development on the job through coaching counseling, monitoring, and feedback by managers on a continuous basis;
- development through work experience, which includes job rotation, job enlargement, taking part in project teams or task groups, and action learning;
- formal training by means of internal or external courses;

- Structured self-development by following self-managed learning programme agreed as a personal contract with the manager or a management development adviser-these may include guidance, or deliberate extension of knowledge or acquisition of new skills on the job.

In a nutshell, one of the key features of a structured management development system is a succession plan. This is basically a plan for identifying who is currently in post and who is available and qualified to take over in the event of retirement, voluntary leaving, dismissal or sickness. The various methods employed in management development can be placed into three main categories, as follows:

(a) *Management Education:* qualification bearing courses run by universities, for example MBA degrees, PhD degrees, and various professional examinations, Such as the Institute of Personnel Management of Nigeria (CIPMN); the level of work is regarded as post experience, and the emphasis is on acquiring knowledge and theory.

(b) *Management Training:* Internal and external courses, off-the-job and focusing on acquiring specific knowledge and relevant job skills; some experiential learning via course exercises.

(c) *Experiential Learning:* Learning by doing; on-the-job experience usually with guidance from superior or colleague (Cole, 2002).

However, were top management believes

in delegation and devolution, then the emphasis in management development in on self-development and on-the-job training. Where management is considered an elite group, then features such as accelerated promotion, graduate trainee programmesetc, tend to predominate. Such systems provide selective support for employee development by concentrating on high-fliers- persons with outstanding potential.

How to Undertake Succession Planning

Step 1. Understand current and future needs. A good place to start is to understand the future needs of the organization or business unit. This information can be sourced from the organization strategic plan and any relevant capability plans.

Step 2. Understand current capability. Undertake an assessment of the current capability of staff within your team or unit.

Step 3. Determine capability gaps and excesses.Comparethe current and future capability needs to determine gaps. Assign these gaps to people.

Step 4. Address capability gaps. To address capability needs, the most common strategies are to:

(i) Hire: You may choose to fill your capability gap through the hiring of new staff. This is a good solution when you have the budget and your capability gap is critical or the skills may be difficult to internally develop.

(ii) Outsourcing: Can this capability gap be met by a new system or process or another department or external provider? If so, then you may seek to address the gap through an outsourcing strategy.

(iii) Develop: If you have planned well in advance, you will be able to address your capability gaps through the development of your existing staff (Fakeye, 2013).

Models of Succession Planning

The models guiding this study are: Relay succession planning model and Scharmer'stheory U Model. The relay succession planning model popularized by Santorin (2004) is adopted as a theoretical approach underpinning the study. Santorin advocates that the present Chief Executive Officer of an organization should pass the baton to a successor over a long period of time. He posit further that organizations that practice relay succession plans performed better because the successors were exposed to corporate challenges and they had ability to manage such challenges in the pre-succession period. Accordingly, the capability of the CEO to relinquish the baton in real time presents the successor the chance to test the reins of leadership and equally obtain training.

In the same vein, organizations that implemented relay succession planning model should perform better in the post-succession phase, because the understudies have been tried and tested which implies that experience would be speaking for them. Nevertheless, it is essential to note that not all organizations would hold the view that hiring internally is better; some organizations may prefer external people in order to inject fresh ideas and vision thereby bringing positive change into the organization.

Also, Scharmer's theory U model was popularized by Scharmer (2007) who

contends that the top management team should embrace and take steps towards implementing succession plans. The model sees succession planning as starting from the immediate future and supports a concept of a U process of five movements that can make change possible (Scharmer, 2007). These movements are: (i) Co-initiating-which entails an organization establishing a common purpose with all stakeholders about a future event. (ii) Co-sensing-in which an organization sees the need at hand collectively across borders. In addition, new ideas and innovation occur through collective input (iii) presenting-whereby the leadership of organization begins to see the future they envisage. This futuristic plan establishes a foundation for change, thereby spurs an organization to an expected end. Moreover, at this stage, the leadership lets go of unresolved past issues and progresses to a more realistic future (iv) Co-creating-is a stage where scharmer argues that, organization management explores the future and models what the future might look like. He posit further that leadership of the organization should make succession planning a long-term concept rather than working on organizational immediate requirements. (v) Co-evolving-which can help an organization to embrace change and executing succession planning strategies in the context of an emerging future.

Conceptual Framework of Succession Planning

Specific succession planning programmes often vary from organization to another. Careful review of the existing literature found that effective succession planning programme have common elements, which can be organized as a practical ideal type conceptual framework. The elements of the framework are:
(a) Top management support.
(b) Dedicated responsibility.
(c) Performance of needs driven assessment.
(d) Professional development opportunities.
(e) Focused individual attention.
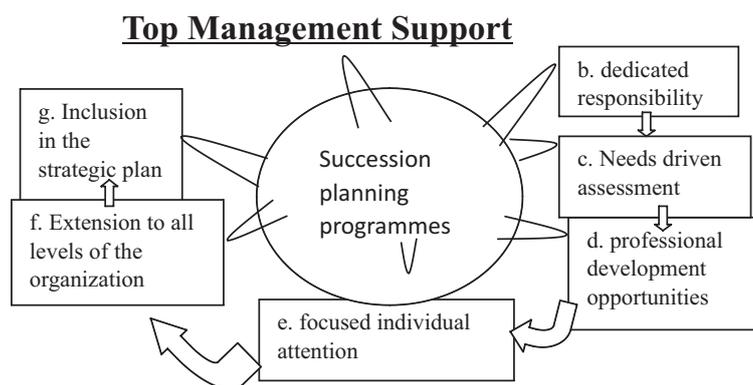(f) Extension to all levels of the organization.

Top Management Support

Figure 1: Conceptual Framework of Succession Planning
Source: Seniwoliba (2015). Successio n planning: Preparing the next Generation Workforce for the University for Development Studies

Organizational Survival

According to Jones and Bartlet (2008), organizational survival and growth are implicit organizational goals requiring the investment of energy and resources. Therefore, the goal of organizational survival underpins all other goals (Gross, 1968). Organization that doesn't have survival as a primary objective or goal should have re-think. Survival of the organization in a vibrant and competitive business environment depends on how effectively the organization learns to adapt itself to the environment and capitalize on its resources fully (Lee, 2006 cited in Akani, 2015). Gross (1968) argues that the concept of survival is an unwritten law of every organization. This suggests that every organization should see survival as an absolute prerequisite for its serving any interest whatsoever. Therefore, long-term survival of organization and not the financial performance should indicate success of the organization. Moreso, organizations attempt to maintain the existing state of affairs, but essentially the larger part of their efforts is tilted toward survival (Adewale et al., 2011). In the context of this study, organizational survival is seen as a continued existence of an organization especially in a difficult or dangerous condition. Thus, when making decision about higher wage, higher dividend, and decision to invest in growth of the organization needs to come into consideration as the survival of the organization should come first (Michael, 2011; Akani, 2015; Akinyele et al., 2015).

Measures of Organizational Survival

Three measures of organization survival are identified in the literature (Dalziell& Mc Manus, 2004; Zahra, Sapienza & Davidson, 2006; Mc Manus et al., 2008; David, Gary & Amy, 2010). They are dynamic capability, adaptability capability and critical capability.

(i) Dynamic Capability: This refers to the dynamic ability to change or reconfigure existing substantive capabilities routines and resources in the manner envisioned and deemed appropriate by the organization's principal decision-maker(s) (Zahra, et al., 2006). Eisenhardt and Martin (2000) argue that with dynamic capability, organizations can create new resource configurations as markets emerge, collide, split, evolve, and die. They posit further that, the possession of dynamic capabilities alone does not necessarily provide any substantial advantage to organizations, but being able to manage the dynamic capabilities to achieve their strategic goals provides performance related advantages to organizations. David et al. (2010) sees dynamic capabilities as the organization's ability to integrate, build and reconfigure internal and external competencies to address rapidly changing environment. Zahra et al. (2006) contends that having dynamic capabilities to redeploy or reconfigure those substantive capabilities according to the strategic goals will help organizations grow and survive as they face changes in the internal and external environment. Therefore, the capacity of an organization to purposely

create, extend or modify its resource base will engender organizational survival.

(ii) Adaptability Capability: This refers to the ability or inclination of individuals or group to maintain an experimental attitude towards new situations as they occur and to act in terms of changing circumstances (Kellen, 2003). Similarly Dalziell and Mc Manus (2004) defines adaptability as the engagement and involvement of organizational staff so that they are responsible, accountable, and occupied with developing the organization's resilience through their work because they understand the links between the organization's resilience and its long-term success- the ability of the system to respond to the changes in its external environment and to recover from damage of internal structures with the system that affect its ability to achieve its purpose. Therefore, an organization's ability to adapt is at the heart of their ability to display resilient characteristics. Akani (2015) discusses the importance of adaptation and notes that the aim is to create advantages over less adaptive competitors. This suggests that adaptability is also linked to competitiveness Adaptability capability is an aspect of resilience that reflects learning, flexibility to experiment and adopt novel solutions, and the development of generalized responses to broad classes of challenges.

(iii) Critical Capability: This refers to the ability to build capacity in your team so that you have support for your critical roles

(Fakeye, 2013). This will provide you're with flexibility when staff takes leave, or if staff takes other roles. Therefore, succession planning allows you to identify gaps and develop team members with the capability to address these gaps. Critical capability should be concentrated in areas that facilitate staff developing their careers, and assist the organization in meeting current and future capability needs.

Succession Planning and Organizational Survival

Maintaining a place in this competitive era becomes not only the responsibility of the owners or leaders of the organization but that of the employees (Oke&Olughor, 2014). Organizational survival has been the primary goal or objective of every organization (Adewale et al., 2011; Erengwa, Nwuche& Anyanwu, 2017). Organization's future plans may change by some reasons such as serious illness, retirements, promotions within the organization, death or any voluntary departure from the organization. To cover such changes, organizations must have a key employee's replacement plan. Succession planning is considered as a suitable effort in this regard. Succession planning in this context is best described as a consistent or deliberate and systematic effort to identify leadership requirements, identify pools of high potential employees at all levels, accelerate the development of mission-critical leadership competencies in the employees through intentional development, select leaders from the employees pools for pivotal roles and then,

regularly measure progress (Couch, 2013). In addition, Odhiambo, Njanja and Zakayo (2014), affirms that succession planning is more than filling the top spots. It is a smart talent management strategy that can drive retention of talent throughout the organization and make sure that the organization has the skills it needs in place, or on hand, to respond to the rapidly changing business environment. Rothwell (2010) opines that the continued survival of the organization depends on having the right people in the right places at the right times.

Whether public or private, the organization's survival is based on it ability to bring on board and sustain high quality workforce over a period of time. However, many organizations are currently facing pressures to ensure their sustainability, flexibility, and responsiveness to the increasing uncertainty and limitations in the economic world. Ultimately, increased turbulence in the employment environment, characterized by organizational restructuring, funding uncertainties and increasing programme complexities have substantial effects on the way organizations respond to workforce replacement (Odhiambo et al.,2014). Rothwell (2010) forwarded the view that departments, work groups, business units, facilities and individual employees can all be considered component systems of the organization, this chain creates a succession chain-link for the organizational survival.

According to Kessara (2012), the benefit and impact of having a succession plan in an organizational system is very obvious and immediate. First, by identifying and training high potential employees, their motivation level and skills in the workplace will be enhanced. Second, succession planning aids a smooth hand-over from incumbents to successors, once the successors are called upon to take the roles, they will be well prepared after years of training and development, they will have a good understanding of the organization's strategic directions, business responsibilities and will already be absorbed in the organization's value and culture. However, replacing high profile managers or employees is not a straight forward process, organization need an effective and structured succession plan to identify and train high potential employees, grooming and cultivating high potential employees require a training and development plan that can be focused on the strength and weakness of each selected employees (Akani, 2015). Therefore, the quality of leadership more than any other single factors determines the success or otherwise of an organization. The strategic importance of succession planning cannot be over emphasized because it is crucial to the survival of any organization.

3.0 METHODOLOGY
A survey research design was adopted. The study was conducted in National Business and Technical Examination Board (NABTEB), Benin City. Study respondents consistedOf all the 408 staff members of NABTEB, Benin as at December, 2017 A semi-structured

questionnaire was used constituting of a five-point likert scale.

The sampling method used was the stratified random sampling technique. A stratified random sampling is a fair representation of the various strata within a given population of interest. Therefore, the sample size was obtained using the Yamane's formula:

$$n = N$$
$$\overline{1 + Ne^2}$$

Where N = The population size,
n = Sample size
e = Sampling error
I = Constant number

Given the population sized and with a sampling error of 5 per-cent, the required sample size was computed as:

$$n = 408$$
$$\underline{1 + 4\text{-}9(0.05)^2} \quad = 202$$

The sample size was determined using stratified random sampling technique. Department/section were divided into different strata and randomly selected to ensure fair representative from each of the department/section that make up the sample size. The sample size selected for this study was 202 staff members.

4.0 DATA ANALYSIS AND DISCUSSION OF FINDINGS
Data Entry and Analysis

For the purpose of empirical analysis, the data obtained was analyzed and classified into specific categories of data levels to allow determination of the type of presentations and statistical operations to be employed. The data collected was coded into the computer using statistical package for social science (SPSS) Version 21.

Presentation of Results

This section of the study is devoted to presenting the results of the analysis performed on the data collected to test the propositions made in the study. Analysis were carried out with the aid of statistical package for social sciences (SPSS)

Table 1: Responses to Organizational Success Planning and Management Programme

Characteristics of a best practice succession planning and management programme							
Your organization has successfully …	Very poor (1)	Poor (2)	Neither poor nor good (3)	Good (4)	Very good (5)	N	Mean
1. Clarified the purpose and desired results of the succession planning and management programme	7 (4.4)	21 (13.3)	27 (17.1)	35 (33.2)	68 (43.0)	185	3.8608
2. Determined what performance is required now for all job categories in the organization by establishing competency models	11 (7.0)	5 (3.2)	14 (8.9)	92 (58.2)	36(22.7	158	3.8671
3. Establish a means to measure individual performance that is aligned with the competencies currently demonstrated by successful performers.	13 (8.2)	12 (7.6)	26 (16.4)	63 (40.0	44 (27.8	158	3.7152
4. Determined what performance is needed in the future by establishing future compete ncy models for all job categories.	16 (10.1)	8 (5.1)	18 (11.4)	45 (28.5)	71 (44.9)	158	3.9304
5. Created an ongoing means by which to assess individual potential against future competency models.	7 (4.4.)	17 (10.8)	29 (18.4)	72 (45.6)	33 (20.0	158	3.6772
6. Established a means by which to narrow gaps through the use of individual development plans (CDPS)	18 (11.4)	21 (13.3)	24 (15.2)	54 (34.2)	41 (25.9)	158	3.5000
7. Created a means to follow up and hold people accountable	5 (3.2)	13 (8.2)	38 z(24.1)	49 (31.0)	53 (33.5	158	3.8354
8 Create a means by which to document competence and find organizational talent quickly when needed	16 (10.1)	9 (5.7)	22 (13.9)	73 (46.2)	38 (24.10	158	3.6835
9 Created and sustained rewards for developing people	11 (7.0)	11 (7.0)	8 (5.1)	81 (51.2)	47 (29.7)	158	3.8987

Table 1 show that most respondents agreed with all the questions on the characteristics a best practice succession planning and management programme. Specifically, 73.4% respondents agreed that top management determined what performance is needed in the future by establishing future competency models for all job categories with the highest mean of 3.9304 and the least mean of 3.5000 on established means by which to narrow gaps through the use of individual development plans. The average mean score for the characteristics of a best practice succession planning and management programme is 3.7880. this mean that the succession planning and management programme in National Business and Technical Examination Board (NABTEB), Benin City conforms with best practices.

Table 2 shows responses by respondents to suggested statements on the effects of succession planning on organizational survival.

Table 2: Shows responses of Suggested Statements (SS) on the Effects of Succession Planning on Organizational Survival.

	SA		A		NS		D		SD		Total frequency
	F	%	F	%	F6	%	F	%	F	%	158
SS1	58	36.7	66	41.8	17	10.8	6	3.8	11	7.0	158
SS2	71	44.9	49	31.0	25	15.8	10	6.3	3	1.9	158
SS3	64	40.5	51	32.3	18	11.4	7	4.4	18	11.4	158
SS4	53	33.5	65	41.1	10	6.3	13	8.2	17	10.8	158
SS5	41	25.9	43	27.2	7	4.4	25	15.8	42	26.6	158
SS6	56	35.4	34	21.5	37	23.4	9	5.7	22	13.9	158
SS7	61	38.6	28	17.7	23	14.6	30	18.9	16	10.1	158

Source: Field Review, 2019

Key: SS-Suggested Statements
SS 1: Succession planning improves overall organizational performance.
SS 2: Succession planning enhanced organizational growth and survival.
SS 3: Succession planning is an effective strategy to minimize nepotism and turnover rate in the organization.
SS 4: Succession planning enhanced staff retention and adaptability capability.
SS 5: Time is the major challenge affecting succession planning exercise in the organization.

SS 6: Succession planning facilitates career development and dynamic capability.

SS 7: Succession planning is a strategic human resource management practice in today's competitive business environment.

Key: Responses to SS

SA: Strongly Agree; A: Agree; NS: Not sure; D: Disagree; SD**:** S t r o n g l y Disagree.

Suggested Effects of Succession Planning on Organizational Survival

The following effects of succession planning on organizational survival were highlighted by the respondents: improved employee commitment and retention, decreased nepotism and labour turnover, organizational growth, career development and dynamic capability, and better staffing decisions for key jobs.

Findings from table 2 shows that the majority of respondents, representing 78.5% of the entire respondents strongly agreed or agreed that succession planning improves overall organization performance while 10.8% of the respondents thought otherwise. Similarly, majority of respondents, representing 75.9% of the entire respondents strongly agreed or agreed that succession planning enhanced organizational growth and survival. This is against 8.2% of the entire respondents that disagreed or strongly disagreed that succession planning enhanced organizational growth and survival. Equally, most respondents, representing 72.8% of the entire respondents strongly agreed or agreed that succession planning is an effect strategy to minimize nepotism and turnover rate in the organization. However, 15.8% of the entire respondents did not agreed with the suggested statement. Majority of respondents which comprised 74.6% also strongly agreed or agreed that succession planning enhanced staff retention and adaptability capability while 19th of the entire respondents thought otherwise. In the same way, majority of respondents 53.1% attributed that time is the major challenge affecting succession planning exercise in the organization while 42.4% of the entire respondents disagreed or strongly disagreed that time is the major challenge affecting succession planning exercise in the organization. As also observed in the table, most respondents which constituted 56.9% strongly agreed or agreed that succession planning facilitates career development and dynamic capability. In the same way, majority of respondents 56.3% strongly agreed or agreed that succession planning is a strategy human resource management practice in today's competitive environment.

Table 3 is derived from the responses in table above, explores the extents to which each statement was supported by respondents through the means of ranking the scores obtained by each suggested statement.

Table 3: Scores of Responses and Ranking of Suggested Statement (SS)

	SA(SA*2)	A(A*1)	NS(NS*0)	D(D*-1)	SD(SD*-2)	SCORE	RANK
SS 1	116	66	0	-6	-22	154	2
SS 2	142	49	0	-10	-6	175	1
SS 3	128	51	0	-7	-36	136	3
SS 4	106	65	0	-13	-34	124	4
SS 5	82	43	0	-25	-84	16	7
SS 6	112	34	0	-9	-44	93	6
SS 7	122	28	0	-3	-32	115	5

Source: Field Survey, 2019

Key: Score attached to Responses

Response	SA	A	NS	D	SD
Attached Score	+2	+1	0	-1	-2

SS 2 is the suggested statement to which the respondents significantly agreed to with a score of 175. The order cascaded down through SS1 (Score 154); SS3 (Score 136); SS4 (Score 124); SS7 (Score 115); SS6 (Score 93) and SS5 (Score 16).

Discussion of Findings
Succession planning was found to be the most significant independent variable having strong relationship with dependent variables. Findings on the relationship between succession planning and organizational overall performance are consistent with Waruiru and Kagiri (2013) studies which revealed that at a global level, succession planning in the recent times has received more attention not only as a concern for the management of human resources, but also as institutional strategic management component for ensuring performance and growth. Findings on the statements, success planning improves overall organizational performance revealed that the majority agree with the statement. This finding is consistent with the study of Odhiambo, Njanja and Zakayo (2014) conducted in Kenya that succession planning practices improves organizational survival among the Non-governmental organizations in Kenya.

The findings on the statement, succession planning enhanced organizational growth and survival revealed that the majority agree with the statement. This finding is in line with the results of Adewale, Abolaji and Kolade (2011) which revealed that succession planning enhanced organizational survival and growth in three selected private universities in Ogun State, Southwest Nigeria. The finding of this

study also agrees with Akinyele, Ogbari, Akinyele and Dibia (2015) study which revealed what succession planning has a significant and positive impact on organizational survival. Seniwoliba (2015) also found positive relationship between succession planning and organizational survival.

The findings on the statement, succession planning is an effective strategy to minimize nepotism and turnover rate in the organization revealed that majority of the entire respondents agree with the statement. This finding concurs with the study of Adewale, Abolaji and Kolade (2011) conducted in three selected private tertiary institutions in Ogun State, Southwest Nigeria. They further argue that organizational conflict and nepotism play a vital role to enhance the organizational survival growth in the private tertiary institutions in Nigeria.

The findings on the statement, succession planning enhanced staff retention and adaptability capability revealed that majority of the entire respondents agree with the statement. This finding is consistent with the study of Fapohunda (2015) in Nigeria's higher education. The finding also agrees with Eshiteti*et al.* (2015) study that revealed the effects of succession planning programmes on staff retention. In support of this finding, Rothwell (2010) also demonstrated that succession planning bring about leadership continuity and building of talent from within.

The findings on the statement, time is the major challenge affecting succession planning exercise in the organization revealed that majority of the entire respondents agrees with the statement. This finding is consistent with the study of Kiyonaga (2004). In support of this finding, Kessara (2012) demonstrated that time is a major challenge affecting succession planning exercise in the organization.

Findings on the statement, succession planning facilitates career development and dynamic capability revealed that the majority agree with the statement. In support of this, Adewale, Abolaji and Kolade (2011) found positive impact of succession planning on career development. Similar results were found by Akani (2015) on her work on management succession planning and corporate survival in Nigeria: A case study of banks in Portharcurt. Her study also revealed a positive effect of succession planning on dynamic capability. The finding of this study also agrees with Caldwell and Ann (2007) study that revealed the impact of succession planning on organizational dynamic capability.

Findings on the statement, succession planning is a strategic human resource management practice in today's competitive business environment revealed that majority of the entire respondents agrees with the statement. This finding is consistent with the study of Rothwell (2002) which revealed that succession planning does not have to be a complicated, time-consuming endeavour but understanding the key principles of an effective succession planning and

management initiative and working with experienced employees who have a proven track record to ensure that the critical initiative meets the organization's entire objective.

5.0 CONCLUSION AND RECOMMENDATIONS

From the findings of this study, we concluded that the practice of succession planning has become such a reality today as it enhanced organizational growth and survival in National Business and technical Examination Board, Benin City. In addition to this, the study concluded that the future leadership of an organization is probably the most crucial aspect of its potential and continuing success and growth. It is therefore suggested that succession planning should be put in place in order to ensure that the organization has the potential successors with the right skills and attributes it requires to meet organizational future needs. On the basis of findings of this study and conclusion, the following recommendations are made on succession planning to enhance organizational survival:

(i)   The management should place greater emphasis on coaching and mentoring for easy dynamic and adaptability capability that will enhance organizational survival.

(ii)   The top management should development succession plan that corresponds with the organization's management philosophy and practice for better adaptability and dynamic capability that will enhance organizational growth survival.

(iii)   Management succession plan should be customized to the needs, vision, and mission of the organization and should form a part of its strategic goals to enhance corporate survival.

(iv)   Retention efforts should further be strengthened and the policies widened to increase adaptability and dynamic capability of the organization.

(v)   To ensure a successful implementation of the succession plan, the organization should have the commitment and support from top management; be guided by human resource professionals; be embraced by principal officer and middle management staff; focus on shared responsibility for employee development and ensure that employees take ownership of their development with strong management support.

(vi)   A well-developed training and education programmes should be designed to encourage employee's career development in the organization, so as to foster organizational survival.

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