

**UNIVERSITY OF EDUCATION, WINNEBA**

**SUCCESSION PLANNING, A TOOL FOR EMPLOYEE RETENTION AND  
ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF UEW**



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**UNIVERSITY OF EDUCATION, WINNEBA**

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ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF UEW**

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of the requirements for the award of the degree of  
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**DECEMBER, 2022**

## DECLARATION

### Student's Declaration

I, Louisa Selby, hereby declare that this dissertation is the result of my original research and that no part of it has been presented for another degree at this University or elsewhere.

Signature .....

Date .....

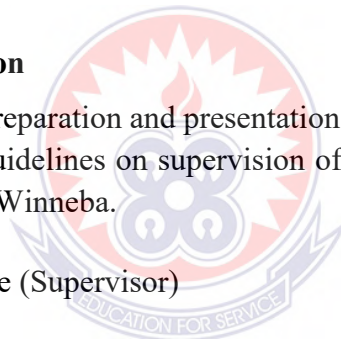
### Supervisor's Certification

I hereby certify that the preparation and presentation of the dissertation was supervised in accordance with the guidelines on supervision of the dissertation laid down by the University of Education, Winneba.

Ms. Augustina Adei Ashie (Supervisor)

Signature .....

Date .....



## **DEDICATION**

This academic research project is dedicated to the staff of University of Education, Winneba who made it possible for this project work to be done.

This work is again dedicated to my family and friends who in diverse ways made it a success through their prayers and financial support.



## ACKNOWLEDGEMENT

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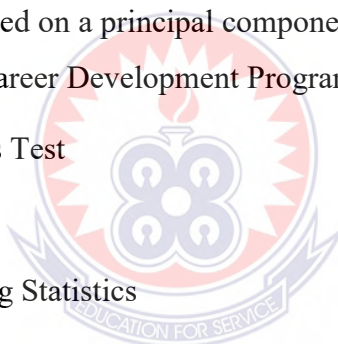
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## ABSTRACT

This study examined the relationship between succession planning and employee retention, as well as the moderating effect of career development programs. Using the cross-sectional design, eighty-six employees were conveniently sampled from the University of Education, Winneba to complete questionnaires on succession planning, employee retention, career development and organizational performance. Hierarchical Multiple Regression was used to test the hypotheses. The results suggest that, succession planning significantly predicted employee retention and organizational performance. The result further indicated that, career development program significantly moderated the relationship between succession planning and employee retention. Career development program also significantly moderated the relationship between succession planning and organizational performance. The study recommends the need for managers to develop strategic innovation in career development programs to train and develop employees to enhance succession planning and employee retention in their organizations.



## CHAPTER ONE

### INTRODUCTION

#### 1.0 Background of the Study

The belief that good leadership has a direct effect on the performance of universities lies at the heart of the move toward succession planning (Seniwoliba, 2015). Today, organisations live in a fast-paced, pressurized, and competitive society where the slightest advantage can give an institution a valuable positive advantage, especially with the establishment of private establishments higher in the country. If an institution like the University of Education, Winneba wants to grow and expand into new areas and programs, the University must be built on a strong foundation. The best and strongest foundation for the University is a pool of capable, talented individuals, who have grown with the University; absorbing its knowledge and its culture, ready to move up through the university into pivotal leadership roles (Tetteh, & Asumeng, 2022). Universities that do not provide this 'homegrown' talent and possibly lose valuable knowledge and expertise along the way, may have to seek replacements from outside, with this course of action runs the risk of recruiting the wrong person. This latter occurrence could be a disaster, particularly when a wrong choice is made at that level. This situation could lead to serious disruption in a university and depending on the importance of the employee concerned, the result could be a terminal decline.

However, effective leaders down through the centuries have developed and implemented succession plans for their organizations. In contrast, there are many leaders today who give little or no “thought to the inclusion of their leadership and so they do little to prepare for it. However, when suddenly faced with leaving their offices, they realize that much of their work will have been in vain unless there is a capable successor” (Rothwell, 2005). This is the real situation the researcher’s observations

have captured in the University of Education Winneba, yet this component of management is very paramount for the continuous growth and development of the University. Universities in Ghana have been slow to embrace a formal approach to succession planning for their top management, however, succession planning abounds several advantages in terms of leadership continuity and systematic management of the institutions. Succession planning which is frequently referred to as talent development and talent management continues to be an element of regular practice in the corporate world.

According to Hills (2009), 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 shifting sands that make up today's business environment. One of the biggest challenges of succession planning is the reluctance of top managers to train the junior staff. This is because, those trained are seen as a threat to the very existence of the senior management (Seniwoliba, 2015). As well, the support of the general staff is also needed in the efforts and the activities of succession planning. Staff who are unwilling to be trained to take up new and superior tasks are likely to endanger the efforts and spirit of succession planning in the organization. Against this backdrop, the study will seek to investigate the subject area of succession planning considering its relationship with employee retention and organizational performance in the University of Education, Winneba, and how the career development program moderates these relationships.

### **1.1 Statement of the Problem**

Employee retention and organizational performance are desirable things that all organizations try to accomplish. Inability to accomplish these aims can be a result of

poor organizational policies and programs (Waleed, 2011), such as succession planning and career development programs which in the long run can affect organizational survival. This makes organizations struggle to fill vacancies, particularly at the management level and tends to lead to the deep discontent among employees leading to poor performance and low retention of talented employees (Eshiteti, Okaka, Maragi & Akerele, 2013). Even though several studies (Stavrou, Brewster & Charalambous, 2004) have found succession planning to be an essential component of employee retention and organizational effectiveness, the research ascertain the strength and direction of these relationships, hence the study.

In every organization, human resources are highly recognized as the backbone of organizational effectiveness and, by extension, organizational survival. Organizations will not forever have their employees to themselves due to unforeseen circumstances. These unforeseen events include illness, resignation, work injury, retirement, death, etc. This can cause organizations to lose great talent. Worse still, knowing that there are no internal candidates in the talent pool for them in the event of replacement, the described tragedies occur, which can lead to an unpleasant and expensive search in the open. In Ghana, for example, organizations simply fulfil vacant places without adequate planning. This explains why some people are past retirement age but are working on a contract basis because organizations have failed to find the right person to lead. As such, proper succession planning programs are vital to ensure that the right people are in the right roles at the right time to deliver the organizational strategy now and in the future. Additionally, the succession planning literature has overly focused on the CEO and management only relieves regardless of the role of other important employees whose absence can greatly affect the organization. This is in sharp contradiction to Sambrook's (2005) definition of succession planning which emphasized that

succession planning should not be limited to CEOs or just Management of an organisation. Indeed, an effective succession planning and management effort must also address critical and individual backup needs. Development in any job category, including key people in the professional, technical, sales, clerical and manufacturing ranks (Rothwell, 2005). This study, therefore, attempts to move away from the overly sought-after CEO succession with more focus on ordinary but essential employees such as supervisors, team leaders, employees with special skills, etc. as their presence or absence can significantly affect the organisation in terms of productivity and for that matter organizational effectiveness and survival. Moreover, the estate planning literature has shown little about the correlation between different factors in the field of estate planning, such as the moderating role in the career development program in the relationship between estate planning and employee retention and also between succession planning and organizational.

Although employee retention and organizational performance have been found to significantly relate to succession planning, the strength of the relationships established in previous studies adequately assessed to determine how it would influence the relationship between the predictor and criterion in the study even though several studies (Stavrou, Brewster & Charalambous, 2004) have found the career development program an essential component of employee and organizational retention, so it is important to ascertain the strength and direction of these relationships, hence the introduction of career development program. In addition, qualitative and exploratory methods have generally been adopted in the study of estate planning which has been very beneficial. In brief, succession planning and its consequences is a critical but neglected aspect of organizational development (Barker, 2006), particularly in Ghana, hence the need to explore it in depth.

## **1.2 Aims and Objectives of the Study**

The main aim of this study is to investigate the relationship between succession planning, employee retention and organizational performance. The following objectives are proposed:

1. To determine the relationship between succession planning, employee retention, and organizational performance.
2. To examine the role of career development program in the relationship between succession planning and organizational performance.
3. To establish the role a career development program plays in the relationship between succession planning and employee retention.

## **1.3. Research Questions:**

The study is guided by the following research questions:

1. What relationship exist between succession planning, employee retention, and organizational performance?
2. What role does a career development program play in the relationship between succession planning and organizational performance?
3. What role does a career development program play in the relationship between succession planning and employee retention?

## **1.4 Significance of the Study**

The study mainly covers how succession planning will be used as a tool for employee retention and organizational performance in the Registry of the University of Education, Winneba.

This research will, therefore, enhance the theoretical and practical managerial discussion. Theoretically, the study will add to the existing body of knowledge on the

general subject of succession planning, employee retention, organizational effectiveness, and career development program. Practically, the study will be of significant value to managers of various organizations, human resource practitioners, and individuals in leadership roles or who wish to be in one. For the managerial implications, it will inform management about the potential effect of the succession planning practice in the organizational environment. This is to the extent of in-depth knowledge of the consequences of the presence or absence of succession planning programs. Management will be reinvigorated to put in place proper succession planning programs and do good monitoring of its progress. This will prevent pressures organizations face when employees reach retirement, fall sick, die, or resign, just to mention a few. This, when taken a critical look at will always make available a pool of talents to make up for such unannounced situations. For employees, the study shall help them appreciate the dynamics of their career development and how they can attain career progression. This is by expounding the consequences of career development on the employee's wellbeing.

### **1.5 Scope of the Study**

People serve as the most important resource for many industries. Their actions are therefore likely to affect the existence of the organization. Therefore, employees leave an organization due to reasons such as death, retirement, resignation, and accidents leading a large part of organizations. Therefore, this study will strengthen discussions on theoretical and practical management. Theoretically, the study will add all the existing knowledge about the general purpose of the planning plan, maintaining employees, and effective organizational and professional development programs. The study will be of great value to managers in various organizations, human resources practitioners, and those who are or aspire to leadership positions.



## **1.6 Limitations of the Study**

The limited time frame within which the study was conducted did not allow for the researcher to conduct a comparative study of various Universities. Fundamentally, lack of finances limited the scope of the study to one University instead of a comprehensive study of Succession Planning Policies in other Public Universities.

## **1.7 Organization of the Study**

The study will be conducted based on chapters, with each chapter addressing a particular part of the study. In all, the study will be conducted in five chapters. Chapter one constitutes an introduction to the entire study and as such outlined the background of the study, research problem, objectives of the study, research questions, significance, methodology, the scope of the study, limitations of the study, and the organization of the study. Chapter two of the research reviewed relevant literature available on succession planning and how it can be used as a tool for organizational development. Chapter three of the study outlined the method employed, research process, technique, and tools deployed by the researcher to achieve the objective of this study. The chapter again outlined research design, sources of data, sample and sampling technique used in the conduct of the research. Chapter four of the research presents analysis of the data gathered by the researcher from the field. Statistical techniques such as tables and graphs were used to present the data for easy interpretation. The final chapter focused on the discussion aspect of the research and the drawing of conclusions and recommendations.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter presents the theoretical framework on which the study was based. It further reviews various studies that are related and relevant to the present study. Furthermore, the chapter presents a conceptual model of the study.

#### 2.1 Theoretical Framework

This section of the study reviews theories that relate to the study. The theories reviewed explains their connection with the variables under study. The section will review two theories which include the leadership model succession theory and Maslow's theory of needs.

##### 2.1.1 *Leadership model succession theory*

According to this theory, an organization's management structure needs to have multiple layers of redundancy built into it (Hollenbeck , J.R., DeRue, D.S., & Nahrgang, J.D. 2015). It will ensure that there is a smooth transition of leadership at all levels and will ensure that potential successors of employees who have retired are identified well in advance (Boyne, G. A., James, O., John, P., & Petrovsky, N. 2011; Hollenbeck et al., 2015). Organizations need to provide potential challengers with mentorship while maintaining oversight of the leaders currently in place. According to Boyne et al. (2011), to minimize disagreements, there should be a speedy change in leadership that is smooth and free of hiccups and queries. According to the leadership model succession theory, employees should be continuously mentored so that they can advance their careers inside the firm (Hart, 1993). The loss of a crucial component that contributes to the company's overall level of competitiveness can be the result of

unplanned succession events such as resignations or unexpected deaths (Boyne et al., 2011; Hart, 1993).

Employees have a distinct path for their professional development thanks to succession planning programs. According to Theus (2019), this contributes to the employees' having strong morale, which in turn helps them achieve their goals. One of the most significant problems with the theory is that it might be challenging to make seamless transitions. The current leaders who will be removed have the option to refuse to cooperate (Boyne et al., 2011). While the majority of chief executive officers work to ensure a seamless succession, others may become "entrenched" in their positions and show reluctance or even outright unwillingness to leave down (Schepker et al., 2018; Tao & Zhao, 2019). It is also possible for departing leaders to deceive incoming leaders to undermine the organization while it is being mentored by the new leaders. Therefore, succession planning and organizational effectiveness in this study is being supported by the leadership model succession theory.

### ***2.1.2 Maslow's theory of needs***

According to Maslow's theory of needs, what drives people is a particular amount of satisfaction in their lives (Milheim, 2012). He argued that no one's needs could ever be completely gratified in their entirety. According to Maslow, the goal of all human beings should be to become self-actualized (McLeod, 2007). He claimed that people grossly underestimate the potential that lies within each individual. Maslow identified five basic requirements that are necessary for human survival (McLeod, 2022). The first, which addresses physiologic requirements, is the stage that covers the most ground. It covers things like food, shelter, clothing, and other necessities like that. The second level is the requirements for personal safety (McLeod, 2022). At this point, there

is a requirement to avoid risk, physical harm, job security, and other similar issues. The social needs stage is the third stage. The yearning for affection and a sense of belonging are two examples among many others. The self-esteem issue is addressed in the fourth stage (Cherry, 2019). To accomplish this, it is necessary to garner the desire, respect, and appreciation of the general people. The final stage, which also happens to be the most advanced, is called self-actualization (Cherry, 2019). When a person has developed to their maximum potential as a human being, they have reached this stage.

According to Maslow's hierarchy, for top-level managers to enhance employee motivation, there should be particular processes and programs that try to meet wants that are currently going unsatisfied (Burton, 2012). This is because the lesser needs come up sometimes. According to Mishkat (2015), when Maslow's hierarchy is applied to organizations, the highest level of management should make it a priority to cultivate an atmosphere in which people have the opportunity to realize their full potential. In this regard, firms need to comprehend the various requirements of their workforce. After that, management should place their attention on effectively managing the various characteristics of their workforce (Basetoli, 2015; Burton, 2012). Maslow's hierarchy of needs is an important part of this study because it explains the role that different needs in the hierarchy of needs to be conceptualized by an organization to better understand the needs of employees. The theory does not take into consideration the possibilities of individual variances. Because it deals with human consciousness, which cannot be predicted by anything else. Another flaw is that it is difficult to quantify a person's level of contentment after they have satisfied each level of their needs.

## **2.2 The Concept of Succession Planning**

The company's plans may change due to retirements, promotions, serious illness, accidents, or voluntary exits for other jobs. Companies should have a plan for replacing critical employees. Succession planning is suitable for this concern (Harrell, 2016). Harrell (2016) further indicate that management succession planning develops skilled executives to fill managerial openings. In the past, succession planning was a standard procedure that developed competent leaders (Gilding et al., 2015). According to Harrell (2016), succession planning assures leadership vitality and availability and boosts staff morale. Succession planning helps all levels of management establish a learning culture. How a company examines and recognizes the relevance of its current and future human capital can determine its future performance (Gilding et al., 2015; Harrell, 2016). Succession planning reduces turnover costs and also creates a pool of talented people, which helps with insufficient selection. According to Hall-Ellis (2015), companies without succession planning cannot hire the right person at the right time, fear employee withdrawal, and competitors hold critical positions.

## **2.3 The Concept of Employee Retention**

Due to a lack of qualified individuals, economic growth, and worker loss, employee retention is a major management issue. Employee withdrawal costs a company more financially and affects worker motivation and customer satisfaction (Kossivi et al., 2016). Singh (2019) posit that, employee retention is an organization's capacity to keep personnel and reduce turnover. It keeps skilled and productive workers from leaving the organization. Zhang (2016) define turnover as the movement of workers between companies and jobs. Retaining competent and skilled employees benefits both employees and the company. Retaining employees and reducing turnover improve output and customer satisfaction (Kossivi & Kalgora, 2016; Singh, 2019). Thus,

Kossivi et al. (2016) indicates that staff retention is regarded as a way to maintain a secure human resource.

## **2.4 The Concept of Organizational Performance**

Organizational effectiveness is the degree to which an organization achieves its goals with the given resources and means without overburdening its people (Zoogah, Peng & Woldu, 2015). However, there are various ways to define organizational effectiveness. These techniques can be divided into goal, functional, and system resources. Goal achievement is the most common organizational effectiveness criterion. In goal-oriented management, effectiveness means maximizing profits through efficient service that boosts productivity and morale (Jiang & Liu, 2015). Measures of organizational effectiveness include quality, productivity, efficiency, profit, turnover, accidents, morale, motivation, and satisfaction. This technique has trouble recognizing real goals, not ideal ones (Zoogah et al., 2015).

Functional approaches overcome the goal-setting difficulty. Zoogah et al. (2015) says that as an organization's goals are its identity, achieving them should also serve society. Thus, how well an organization serves its superiors is key to determining its effectiveness (Jiang & Liu, 2015). When organizations have the liberty to take their actions, it's hard to accept that their ultimate objective is to serve society. As such, it can't measure organizational effectiveness in terms of social system contributions. Both the goal and functional approaches ignore the conceptual challenge of organization-environment interactions (Jiang & Liu, 2015; Zoogah et al., 2015). The system-resource approach to organizational effectiveness emphasizes process interdependence (Zoogah et al., 2015). Every organization fights for scarce physical, economic, and human resources through input-output transactions. This model's weakness is that

environmental resource acquisition is tied to organizational goals. Therefore, there is no single indicator of organizational effectiveness. The methodology should focus on operative goals to assess effectiveness.

## **2.5 Review of Related Studies**

In addition to the theories stated above and the concepts of the various key terms, this section deliberates on the various studies and the results that best helped the researcher explain the likely effects of the variables considered for this study as well as helping to formulate hypotheses for the study.

### ***2.5.1 Succession planning and employee retention***

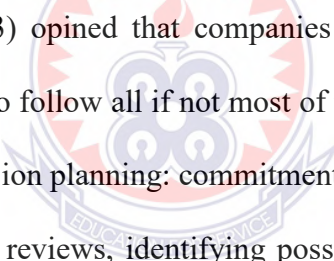
Employee retention in this fluctuating and extremely competitive business setting is on the decrease in most organizations in the world today as a result of factors such as changes in workforce demographics, global competition, mergers and acquisition volumes, and technology that requires the act of developing a talent pool to take leadership responsibilities and drive the businesses to the next and appropriate destination (Siebert & Nikolay, 2009). Several organizations do not have any form of formal readiness pilots to create “a fill-in scheme” of high potential employees into management and supervision positions. With the unavailability of a “fill-in scheme” like succession planning, some organizations struggle to fill vacancies particularly at the management level and even supervision level. This situation tends to lead into profound displeasure among employees and the result is decreased performance and retention rates among high performers. Given this problem, research on determinants of turnover over the years has increased (Jiang & Klein, 2002). Nevertheless, not much is known about employee retention in the context of succession planning in Ghana particularly. However, a few studies have established a relationship between employee

retention and succession planning. In the survey conducted by Bernthal and Wellins (2006), they considered "Retention of talent: A benchmarking study". The survey involved 118 organizations comprising 2,766 leaders and 2,969 associates of these organizations. In their survey, 67% were multinationals and majority (35%) were involved in manufacturing as the remaining 65 percent were involved in agriculture, mining, transportation, wholesale, retail, finance, services, government and more industries. A majority (57%) of participating organizations were based in the United States and the remainder in Australia, Asia, Europe and Latin America. The survey found that two-third of employees indicated that they would rather grow inside their current organization who are leaving. The study also revealed that the ultimate reason for employees to leave an organization is that they are not developing and/or do not have rewarding jobs. Therefore, it is obvious that effective succession planning improves the organisation's chances of retaining key personnel according to the survey. Looking at their survey, it is clear that in an attempt to establish a relationship between succession planning and employee retention (which relationship was positive in their survey).

Another study by Tunje (2014) examined succession planning practices and employee loyalty in mainstream media in Kenya. His study adopted a descriptive survey design. The primary data for his study was obtained using self-administered structured seeds questionnaire which was the main data collection tool. The questionnaire was administered in two ways, drop and pick and electronic mail for those who were far. The study targeted 3,000 permanent employees working in media houses. He analysed data using descriptive statistics and analysis of variances. From the study, the results reveal that there is a positive relationship between succession planning practices and employee retention. Moreover, the results suggest that succession planning practices



are clearly implemented in media houses, although only for key positions and not all positions. The findings further revealed that there are no clear career paths and if they exist, they are too narrow hence employee's decision to leave not only in search of better benefits and pay but for career progression. Use of email to administer the application may result in less reliable data because the researcher was far from clarifying and probing the questions if necessary. Also, her work was limited to only the media, specifically the large ones. This study will contrary, include other institutions from different sectors to see if the findings will be in line with that of Tunje (2019) and also to generalize the results. This study will do what it can to examine how career development tends to moderate relationship between succession planning and employee retention.



Likewise, M'Cathy (2013) opined that companies that do it right as measured by bottom-line results seem to follow all if not most of the following ten best practices in implementation of succession planning: commitment and involvement of the CEO and Consulting, regular talent reviews, identifying possible successors for key positions, hiring a pipeline approach to development, empowering the management team, aligning succession plan with business strategy, management of the irrational, political and emotional succession dynamics, evaluation of the performance of potential successors, integration succession planning with performance management, recruitment, selection, development and rewards and make a serious commitment to development in terms of time and resources. In this regard, the easiest way to retain employees is to increase employee satisfaction. Employee levels (Denisi and Griffin, 2008) through succession planning. Succession planning is a necessary component of a company's efforts to improve the quality, meet challenges of global competition, social change and incorporate technology advances. Rothwell (2005) considered succession planning as

a personal responsibility to which it refers promotions, terminations and retirement. Organizations investment in their staff and improvements through succession planning programs contributes to a pool of talent, which benefits the whole organisation through retention. In other words, succession planning has a direct impact on reducing staff turnover.

### ***2.5.2 Succession Planning and Organizational Performance***

The ultimate goal of succession planning is to improve the organization and performance that matters to ensure organizational continuity and effectiveness. According to Charan, Drotter and Noel (2001), succession planning is seen as a management pipeline that accelerates management and organizational efficiency for a period of years. Additionally, Huang (2001) studied succession management systems and human resource outcomes. The purpose of his study was to investigate whether firms with a more sophisticated succession plans or practices have had more favourable human resource outcomes than those with less sophisticated plans. The participants in this research were 100 companies owned by US HR managers, 150 Japanese companies and 400 local companies in Taiwan. The companies were randomly selected. Huang developed a questionnaire including 10 factors to determine the degree of sophistication of succession planning and 5-point HR performance indicator, which included staff morale, organizational climate, staff turnover rate, organizational employee engagement and satisfaction. The study concludes that there is no empirical evidence to support that firms with succession management system have better HR outcomes than those who do not. The data collected for Huang (2001)'s study also suggests that the mere implementation of a succession management plan does not make a significant difference to reported business outcomes. However, he argued that there is an important relationship between the level of sophistication with which succession plans were

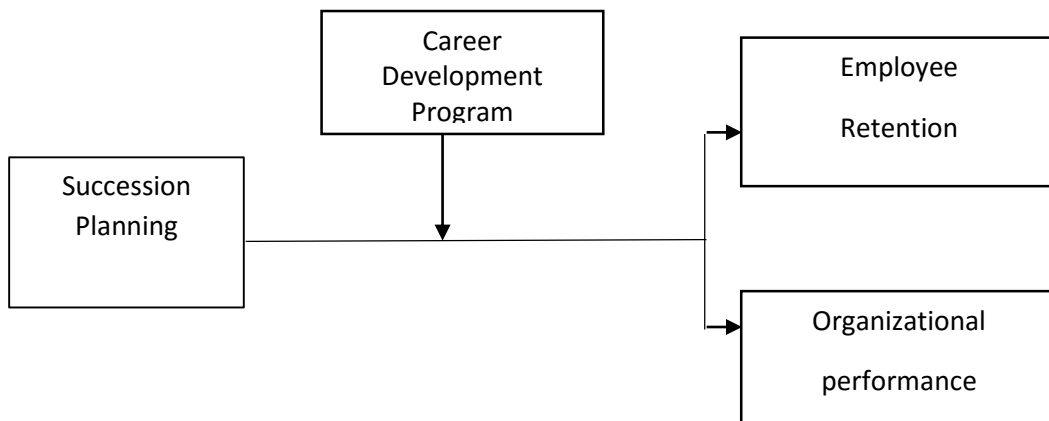
carried and human resource results. In addition, he found out that the credibility of succession planning affected the performance of human resources. The implication, according to them is that, by adopting a succession plan a firm does not automatically improve its HR performance; that to be successful, succession planners must devote considerable attention to planning, the commitment of senior management, and the credibility of planning staff and effective allocation of resources. The limitation of the research reported was that there was no causation, relationship, or direction of the randomness of the variables. Additionally, a limitation emerged from using a single whistle-blower to report construction at the organization level. Further, it can be said that the HR managers will be biased in determining the level of sophistication of their succession to give a good image to their organization. It was therefore necessary to have included other employee levels to make the response of enterprises more thoughtful. This limitation makes their research very difficult to generalize.

The current study, however, involved employees from diverse work roles in different departments of different selected institutions in Ghana specifically. In addition, Michaels, Handfield Jones and Axelrod (2001) published the now famous book "The War for Talent", in who argued that during good and bad economic times, talent is sometimes critical to an organization's success. Their study is fortified by five years extensive research on how companies manage leadership talent, including surveys of 13,000 executives at over 120 companies and case studies from 27 leading companies. Through extensive research involving these hundreds of companies and thousands of leaders concluded that companies that are greater success in attracting, developing and retaining highly talented managers have translated into better returns for shareholders. Also, Rowe, Cannella, Rankin and Gorman (2005) confirmed the relationship between succession and performance. Their study examined the impact of leader succession on

organizational performance. They used organizational learning theory and the concept of time compression diseconomies to frame their conceptual arguments. Interestingly, Mapelu and Jumah (2013) conducted a study on the effects of training and development on employee turnover. The research design they used was a survey. A target has been set for 24 medium-sized hotels in Kisumu town, with a population of 350 employees. They chose the purposive sampling technique to select the hotels, while stratified sampling The method was used to select departments and simple random sampling was used to select respondents from departments. Overall, they used a sample size of six hotels comprising 187 employees and 24 management staff for the study. Their findings indicated that employee development has significantly affected employee turnover. They also stated that, although training plays an important role in this process, organizations need to consider additional aspects strategies and practices that can increase engagement. This is because training alone, according to them, may offer many benefits but a much greater impact will be found when using a strategy to human resources that entails many different organizational practices and policies.

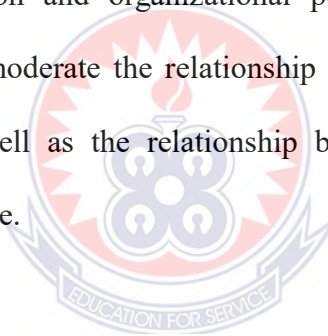
## **2.6 Conceptual Model**

A well-managed succession planning program is supposed to lead to an effective organisation and have the ability to influence employee retention at the workplace. In some instances, however, the strength of such relationships depends on other factors among which include career development program which is part of the focus of the study. Figure 2.0 below shows a conceptual model of the study.



**Figure 2: Summary of hypothesized relationship between study variables.**

The proposed conceptual model indicates that succession planning will significantly predict employee retention and organizational performance. Career development program is proposed to moderate the relationship between succession planning and employee retention as well as the relationship between succession planning and organizational performance.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter outlines the methodology used in gathering the relevant data for the research. It involves a detailed discussion of the research technique, data source, sampling population, sampling selection/technique, research instrument and data analysis as well as the profile of the University of Education, Winneba.

#### **3.1 Research Design**

A research design is the overall plan for relating the conceptual research problem to relevant and practicable empirical research. In other words, it provides a plan of what data to gather and how to analyse the data. In this work, a case study approach was adopted from the survey research design (Bloom, 2000). A case study research offers researchers the opportunity to have an in-depth understanding of a problem or situation under study. This study made use of a quantitative case study approach. The quantitative case study approach is a detailed investigation often with data collected over a period of time, of one or more organizations or groups within an organization. This is done with the view of providing an analysis of the context and processes involved in the phenomena under study. In this research, the design enabled the researcher assess how succession planning can be used as tool for organizational development in a particular organization (University of Education, Winneba).

### **3.2 Population**

Population refers to the universe of units from which the sample is to be selected (Ofori & Dampson, 2011). The target population for the study was the staff of the University of Education, Winneba. The total number of staff in the university at the time of the study was six hundred and fifty-five (655).

### **3.3 Sample and Sampling Technique**

The selection of the sample was done by convenience sampling technique. Convenience sampling involves using respondents who are “convenient” to the researcher. There is no pattern whatsoever in acquiring these respondents. They may be recruited merely by asking people who are present in the street, in a public building, or in a workplace (Etikan et al., 2016). In this instance, respondents from the university who are staff and are ready to partake in the study formed the sample. It is the most commonly used sampling technique as its incredibly prompt, uncomplicated, and economical. In all, the study considered a sample of eighty-six (86) staff of the University of Education Winneba as a representation of the population. Cresswell, (2018) mentioned that 10% of the total population is adequate therefore justifying the researchers selection of 86 (13%) respondents.

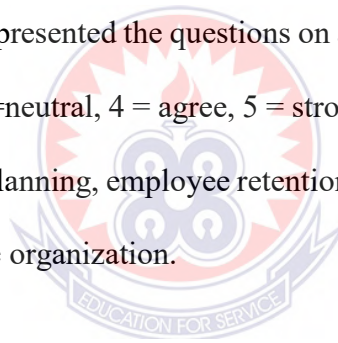
### **3.4 Sources of Data**

In data collection, the study made use of primary data sources. Specifically, this study collected raw primary data with the use of questionnaires from respondents. This was helpful as it ensures information about the study is obtained at first hand and directly from respondents. Primary data enhances credibility and reliability since its collected by the researcher. Closed ended questionnaires was used as it will demand straight forward answers hence prevent a large quantum of responses thus making interpretation

easier. The Likert scale was employed in the questionnaire and respondents selected if they agree or disagree to questionnaire statements.

### **3.5 Data Collection Instrument**

The main tool of data collection was the questionnaire. The questionnaire was made up of close-ended questions. The questionnaire is structured in two parts. Section A and B. The Section A of the questionnaire presented the demographic information of respondents. Under the demographic information section, respondents were expected to respond to basic questions about themselves. Questions under this section included; gender, age range, academic qualification, category of staff and length of service in the organization. The second section included questions on the various variables included in the study. This section presented the questions on a 5-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree). The section presented questions on succession planning, employee retention, organizational performance, and career development in the organization.



### **3.6 Data Analysis**

The collected data were analysed using the Statistical Package for Social Science (SPSS) software. In data analysis, the collected data was screened, entered and coded in SPSS for easy analysis. The data collected was analysed using various statistical tools in the software. The analysis was done based on the research objectives set in the study. Before that, the researcher presented a summary of the demographic information of the respondents in frequency and percentages in table form. The researcher further presented the reliability statistics for the research instrument. The reliability statistics (Cronbach Alpha) will show if the research instrument was reliable and if the data



collected was good for further analysis. The study then presented the frequency, percentage and mean values of all the questions in the second section of the study.

The analysis presented according to the research objectives was done using correlation and regression analysis in SPSS. The first research objective was achieved by analysing the correlation coefficient of the various variables under study. The correlation analysis was selected for this objective because, it shows the expected relationship between succession planning, employee retention and organizational effectiveness. The second and third objectives were achieved using the regression analysis tool. This was used because it shows the relationship between the dependent and independent variables as well as the role of the moderating variable in the study. Thus, the regression analysis will be conducted to achieve the third and fourth research objectives.

### **3.7 Profile of University of Education, Winneba**

#### ***3.7.1 Brief history of the University of Education, Winneba including mission and vision***

University of Education, Winneba is one of the six public Universities in Ghana. It was established under Act 672 by the Parliament of the Republic of Ghana in 2004. Before then, there had been in existence as a College of Education, Winneba since 1992 by PNDCL 322. It has three satellite campuses at Winneba, Kumasi - College of Technology Education and Mampong - College of Agricultural Education. The University of Education Act 672 mandates the Academic Board of the university to among other things, regulate all matters relating to content and methods of teaching and of assessment by examination or otherwise, for the award of degrees, diplomas certificates and other academic distinctions. The University of Education Act 2004 was enacted to upgrade the College of Education, Winneba to the status of a full university

after a decade of guidance under the University of Cape Coast. The University of Education, Winneba was established in September, 1992 as a College under PNDC Law 322 but the first batch of 481 students was enrolled in November 1992. UEW brought together seven Diploma awarding colleges located in different towns under one umbrella institution, viz; the Advanced Teacher Training College, the Specialist Training College and the National Academy of Music, all at Winneba; the School of Ghanaian Languages, Ajumako; College of Special Education, Mampong–Akuapem; the Advanced Technical Training College, Kumasi; and the St. Andrews Agricultural Training College, Mampong-Ashanti. The Mission Statement of the University is the University shall serve as a centre of excellence which will inculcate in its products the requisite academic ability and professional competences, and permeate them with humanistic values for teaching at the pre tertiary level, conduct research, disseminate relevant knowledge and skills, and influence educational policy” whereas the Vision Statement is “The University shall become a preeminent teacher education in Ghana, one of the best in Africa, and a higher institution of learning, recognized world-wide”.

### ***3.7.2 Main activities carried out***

According to the University of Education Act, 2004 (Act 672) Article 3 Section 4 Sub-Section 1 Clauses a, b, c and d the main activities of the University are: first and foremost, to provide higher education and foster systematic advancement of the science and the art of teacher education; secondly, to train tutors for the Colleges of Education and other tertiary institutions; thirdly, to provide teachers with professional competence for teaching in pre-tertiary institutions such as pre-school, basic, senior secondary school and non-formal educational institutions; and lastly, to foster links between the schools and the community in order to ensure the holistic training of teachers. This mandate generally means that, the University is charged with the responsibility of

producing professional educators to spearhead the new national vision of Ghana's education aimed at redirecting efforts along the path of rapid economic and social development. In a nutshell, the University is supposed to play a leading role in the country's drive to produce scholars whose knowledge would be fully responsive to the realities and exigencies of modern Ghana (UEW Corporate Strategic Plan 2009-2013, p.3).

The University has a study leave scholarship programme which is aimed at helping staff to develop and resource themselves, but since there is no succession plan in place to identify which individual accesses the scholarship programme before the other, individuals with less technical abilities or experience tend to be promoted to occupy key vacant positions. The difficulty in accessing the study leave scholarship programme propels individuals who can sponsor themselves to go for higher education which would brighten their chances of being promoted even though they might not have worked the number of years required before a worker is granted study leave. Furthermore, there is no effective succession planning strategy, coupled with solid career development programs in place in the Faculties and Departments that determines or checks whether the right people, are moving at the right pace into the right jobs at the right time.

### **3.8 Ethical Considerations**

In data collection, the researcher looked at a host of ethical issues as well as the researcher's role throughout the research process. A formal introductory letter from my department was taken to clear the respondents' doubts, ensure responsiveness, avoid and clear all kinds of false impressions. Further requirements of ethical practice are, for example, to ensure that the collected data from the questionnaires can be treated

confidentially and the respondents remain anonymous. Therefore, the researcher also requested the respondents' permission before involving them in the process of data collection and request of information from them. The respondents were made aware of the theme of the study and the time for data collection was arranged with them. The respondents were also made aware of the intent of the study and were also made aware that the collection of data will be for academic purposes only. Through such ethical practices, it was ensured that the respondents were motivated to openly and honestly share information. Finally, honesty and accuracy were also applied in the data analysis and in the reporting of the findings (Saunders et al., 2007).



## CHAPTER FOUR

### DATA ANALYSIS AND DISCUSSION

#### 4.0 Introduction

This chapter explains how the data has been analyzed and the findings. Descriptive statistics have largely been used to summarize the data. The findings are presented in sections that cover the demographic profile of the respondents and the companies that were studied, succession management practices that are broken down into actual practices, succession strategies, and individual satisfaction. The findings on the factors that have been identified to affect the retention of employees in an organization have also been covered.

**Table 4.1: Demographic Information of Respondents**

Selected Dimension	Frequency	Percent
<b>Gender</b>		
Male	46	53.5
Female	40	46.5
<b>Total</b>	<b>86</b>	<b>100.0</b>
<b>Age</b>		
21-30yrs.	30	34.9
31-40yrs.	40	46.5
41-50yrs.	16	18.6
50yrs. & above	-	-
<b>Total</b>	<b>86</b>	<b>100.0</b>
<b>Academic Qualification</b>		
Certificate	16	18.6
Diploma	15	17.4
Degree	29	33.7
Post-graduate	16	18.6
Other specify	10	11.6
<b>Total</b>	<b>86</b>	<b>100.0</b>
<b>Category of staff</b>		
Senior member	33	38.4
Senior staff	40	46.5
Junior staff	13	15.1
<b>Total</b>	<b>86</b>	<b>100.0</b>
<b>Length of service</b>		
0-5yrs.	27	31.4
6-10yrs.	44	51.2
11yrs. & above	15	17.4
<b>Total</b>	<b>86</b>	<b>100.0</b>

*Source: Field Data (2022)*

From Table 4.1 above, it can be observed that 46 respondents representing (53.5%) were male and 40 respondents representing (46.5%) were female. It can be seen from the above table that the majority of the respondent in the study were male. The high number of male respondents was reflected in all the studies where the gap between males and females appears to be narrow.

Table 4.1 shows that majority of the respondents were in the middle age category. 34.9% of the respondents were aged between 21-30 years; 46.5% were between 31-40 years, and 18.6% were between 41-50 years.

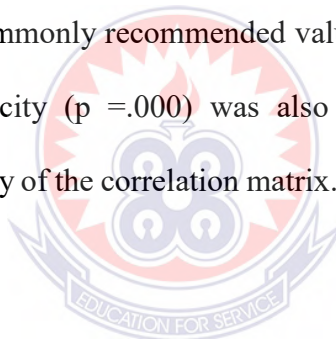
Table 4.1 revealed that 16 (18.6%) of the respondents has a certificate, 15 (17.4%) of the respondent holds diploma, whereas 29 (33.7%) of the respondent possess a degree, 16 (18.6%) of the respondent holds a postgraduate certificate, and 10 (11.6%) of the remaining respondent holds other certificate from various institution of study. From the analysis, it can be concluded that the organizations studied have a generally qualified management staff with the majority having attained university education and a substantial number having tertiary qualification.

Table 4.1 shows that 33 respondents representing (38.4%) were of the Senior members category in the University, 40 (46.5%) of the respondent were under the Senior staff category, and 13 (15.1%) of the respondent were under the category of Junior staff of the University. From the above data gathered, it shows that majority of the respondent were senior staff and an interview with a respondent shows that succession planning is dear to them with the view that their bosses will somehow retire and there is the need for them to be considered when such vacancy is opened in the University.

The study also sought to establish how long the respondents had worked with the University when they were employed. Table 4.1, shows that 27 (31.4%) of the respondents indicated that they had worked for the university for a period of less than 5 years; 44 (51.2%) for a period of 6-10 years; 15 (17.4%) for a period of 11 years and above. One out of every five respondents indicated that they had worked for over 5 years for the University.

#### 4.2 Succession Planning Scale

The five items on the succession planning scale were subjected to principal components analysis (PCA) using SPSS. Prior to performing PCA, the suitability of the data for factor analysis was assessed. The Kaiser-Meyer-Olkin measure of sampling adequacy was .767, meeting the commonly recommended value of .6 and above (Kaiser, 1974). Bartlett's Test of Sphericity ( $p = .000$ ) was also significant (Bartlett, 1954) thus supporting the factorability of the correlation matrix. This can be evidenced from Table 4.6.1 below.



**Table 4.2 Factor loadings based on a principal component analysis of the five items on the Succession Planning Scale (N=86)**

Item	Mean	Std. Deviation
1. In my organization, employees are internally offered internship opportunities to assist them in advice on their careers	2.9767	1.31038
2. In my organization, the succession plan encourages the promotion from within strictly based on merit	2.8953	1.06306
3. In my organization, succession planning is strictly considered for top-level management	3.2093	1.18933
4. In my organization, mentoring and coaching are well practiced by most managers and supervisors	3.1512	1.12216
5. In my organization, employee career paths are clearly defined and are available from the HR Department	3.0814	1.19031

**Table 4.2.1**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.767
Bartlett's Test of Sphericity	Approx. Chi-Square	151.923
	Df	10
	Sig.	.000

### 4.3 Employee Retention Scale

The five items on the succession planning scale were subjected to principal components analysis (PCA) using SPSS. Prior to performing PCA, the suitability of the data for factor analysis was assessed. The Kaiser-Meyer-Olkin measure of sampling adequacy was .764, meeting the commonly recommended value of .6 and above (Kaiser, 1974). Bartlett's Test of Sphericity ( $p = .000$ ) was also significant (Bartlett, 1954) thus supporting the factorability of the correlation matrix.

**Table 4.3 Factor loadings based on a principal component analysis of the five items on the Employee Retention Scale (N=86).**

<b>Item</b>	<b>Mean</b>	<b>Std. Deviation</b>
1. If I wanted to do another job or function, I would look first the possibilities within this company	2.9762	1.06393
2. I see a future for myself within this organization	3.0833	1.11083
3. If it were up to me, I will definitely be working for this organization for the next five years	3.0952	1.03690
4. Within this organization, my work gives me satisfaction	2.9405	.98606
5. I have checked out a job in another organization previously	2.9881	.95051

**Table 4.3.1 KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.764
Bartlett's Test of Sphericity	Approx. Chi-Square	85.601
	Df	10
	Sig.	.000



#### 4.4 Organizational Performance Scale

The five items on the succession planning scale were subjected to principal components analysis (PCA) using SPSS. Prior to performing PCA, the suitability of the data for factor analysis was assessed. The Kaiser-Meyer-Olkin measure of sampling adequacy was .749, meeting the commonly recommended value of .6 and above (Kaiser, 1974). Bartlett's Test of Sphericity (119.414,  $p = .000$ ) was also significant (Bartlett, 1954) thus supporting the factorability of the correlation matrix.

**Table 4.4: Factor loadings based on a principal component analysis of the five items on the Organizational Performance (N=86)**

<b>Item</b>	<b>Mean</b>	<b>Std. Deviation</b>
1. There are no processes or organizational barriers to my doing me doing a good Job.	2.9412	1.13759
2. Our leadership team has the capabilities and commitment to address the challenges our organization faces.	3.0706	1.15252
3. I am paid fairly, given my responsibility and performance	3.2824	1.19136
4. I would be willing to change jobs if the new job offered a 25% pay increase.	3.0235	1.06878
5. I would recommend our organization to friends as a good place to work	3.1294	.99748

**Table 4.4.1 KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.749
Bartlett's Test of Sphericity	Approx. Chi-Square
	Df
	Sig.
	119.414
	10
	.000

#### 4.5 Career Development Program Scale

The five items on the succession planning scale were subjected to principal components analysis (PCA) using SPSS. Prior to performing PCA, the suitability of the data for

factor analysis was assessed. The Kaiser-Meyer-Olkin measure of sampling adequacy was .641, meeting the commonly recommended value of .6 and above (Kaiser, 1974). Bartlett's Test of Sphericity (32.083,  $p = .000$ ) was also significant (Bartlett, 1954) thus supporting the factorability of the correlation matrix.

**Table 4.5: Factor loadings based on a principal component analysis of the five items on the Career Development Program (N=86).**

<b>Item</b>	<b>Mean</b>	<b>Std. Deviation</b>
1. Our organization conducts extensive training programs for its employees in all aspects of quality	3.1765	1.07101
2. Training needs are identified through a formal performance appraisal Mechanism	3.0471	1.05679
3. I believe that my set targets and objective are attained and identified by the firm through training programs	3.0588	1.20863
4. I believe that my promotion is a result of induction into the training program	3.1176	1.03982
5. I believe that my pay scale has increased as a result of participation in appropriate training programs or skill upgrades.	2.7059	.93635

**Table 4.5.1: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.641
Bartlett's Test of Sphericity	Approx. Chi-Square	32.083
	Df	10
	Sig.	.000

## Testing of the relationship that exists between succession planning, employee retention, and organizational performance

**Table 4.6: Correlations**

		Employee retention	Organizational performance
Succession Planning	Pearson Correlation	.370**	.617**
	Sig. (2-tailed)	.001	.000
	N	86	86

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

**Table 4.6.1 Succession planning Statistics**

	Mean	Std. Deviation
Succession Planning	3.0628	.90138
Employee Retention	3.0167	.72492
Organizational Performance	3.0894	.78891

The first objective of this research was to determine the relationship between succession planning, employee retention, and organizational performance. The items on the succession planning scale were subjected to Pearson correlation matrix using SPSS. Inspection of the correlation matrix revealed the presence of many coefficients. Table 4.6 shows that the Pearson correlation value for the relationship between Succession Planning and Employee Retention is .370\*\* while the relationship between Succession Planning and Organizational Performance is .617\*\*.

**H<sub>1</sub>.** *There is a significant relationship between Succession Planning, Employee Retention, and Organizational performance.*

The Pearson product correlation of succession planning to employee retention was found to be positively and statistically significant ( $r = .370$ ,  $p < .001$ ), whereas the Pearson product correlation of succession planning to organization performance was

found to be positive and statistically significant ( $r = .617, p < .001$ ). Hence, **H<sub>1</sub>** is supported. This shows that an increase in succession planning in the university would rightly lead to a higher increase in employee retention and organizational performance

**Testing the effect of career development program on the relationship between succession planning and organizational performance.**

**Table 4.7: Correlation**

<b>Correlations</b>		Succession planning	Organizational performance
Career Development	Pearson Correlation	.448**	.495**
	Sig. (2-tailed)	.000	.000
	N	85	84

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

**Table 4.7.1: Career Development Statistics**

	<b>Mean</b>	<b>Std. Deviation</b>
Career development	3.0212	.62642
Succession planning	3.0628	.90138
Organizational performance	3.0894	.78891

Moreover, the second research objective of the research was to examine the role of the career development program in the relationship between succession planning and organizational performance. The items on the career development scale were subjected to a Pearson correlation matrix using SPSS. Inspection of the correlation matrix revealed the presence of many coefficients. Table 4.7 shows that the Pearson correlation value for the relationship between career development and succession planning is .448\*\* while the relationship between career development and organizational performance is .495\*\*.

**H<sub>2</sub>.** *There is a significant relationship between career development, succession planning, and organizational performance.*

The Pearson product correlation of career development to succession planning was found to be positive and statistically significant ( $r = .448, p < .001$ ), whereas the Pearson product correlation of career development to organization performance was found to be positive and statistically significant ( $r = .495, p < .001$ ). Hence, **H<sub>2</sub>** is supported. This shows that an increase in career development in the university would rightly lead to a higher increase in succession planning and organizational performance

**Testing the effect of career development program play in the relationship between succession planning and employee retention**

**Table 4.8 Correlations**

		<b>Succession planning</b>	<b>Employee retention</b>
Career development	Pearson Correlation	.448**	.425**
	Sig. (2-tailed)	.000	.000
	N	85	84

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

**Table 4.8.1: Career Development Statistics**

	<b>Mean</b>	<b>Std. Deviation</b>
Career development	3.0212	.62642
Succession planning	3.0628	.90138
Employee retention	3.0167	.72492

Likewise, the third research objective of the research was to examine the role of the career development program in the relationship between succession planning and employee retention. The items on the career development scale were subjected to a Pearson correlation matrix using SPSS. Inspection of the correlation matrix revealed

the presence of many coefficients. The Table 4.8 shows that there the Pearson correlation value for the relationship between career development and succession planning is .448\*\* while the relationship between career development and employee retention is .425\*\*.

**H<sub>3</sub>.** *There is a significant relationship between career development, succession planning, and employee retention.*

The Pearson product correlation of career development to succession planning was found to be positive and statistically significant ( $r = .448, p < .001$ ), whereas the Pearson product correlation of career development to employee retention was found to be positive and statistically significant ( $r = .425, p < .001$ ). Hence, **H<sub>3</sub>** is supported. This shows that an increase in career development in the university would rightly lead to a higher increase in succession planning and employee retention.

From the above, it can be observed that all three hypotheses tested were confirmed. The following findings were consistent with the prediction in the study;

- Succession planning significantly had an effect on employee retention and organizational effectiveness, such that, the effect was greater on organizational effectiveness than employee retention (**H<sub>1</sub>**)
- Career development program moderated the relationship between succession planning and employee retention by strengthening the relationship (**H<sub>2</sub>**)
- Career development program moderated the relationship between succession planning and organizational performance by strengthening the relationship (**H<sub>3</sub>**)

Findings reveal that succession planning significantly has an effect on employee retention ( $\eta^2 = .370^*$ ). The finding also revealed that succession planning significantly

has an effect on organizational performance ( $\eta^2 = .617$ ). However, it was observed that the effect of succession planning is greater on organizational performance than on employee retention. Furthermore, the career development program moderated the relationship between succession planning and employee retention ( $\beta = .448$ ), such that, the presence of a career development program significantly strengthened the relationship. Also, the career development program moderated the relationship between succession planning and organizational performance ( $\beta = .495$ ), such that, the introduction of career development strengthened the relationship.

#### **4.6 Discussions on Findings**

The focus of this study was to investigate the relationship between succession planning and employee retention. Also, the role of career development programme in the succession planning-employee retention relationship was explored. The first hypothesis sought to investigate whether succession planning will significantly predict employee retention. The results indicated that indeed succession planning significantly predicted employee retention positively ( $r = .370, p < .001$ ). Thus, organisations that put in place proper succession planning policies are more likely to influence their employees' decisions to stay with the organisation. Succession planning may have led to the promotion of some employees and such employees may see such “move” as a kind of motivation, hence their decision to stay. Further, the finding is consistent with many other findings as reviewed in the literature (Aberdeen Group, 2005; Hassan & Siddiqui, 2019). This finding contributes to the existing body of research by revealing that, formal succession planning program indeed helps in the retention of valuable workers as well as act as a tool to attract other potential employees. It has emerged as a strong factor influencing staff retention. Organizations that properly manage talent, through succession planning, are more likely to have the most success at keeping their

employees loyal, which inevitably leads to a lower turnover rate, that is, a higher retention rate thus increase in organizational performance. Further, while the results of the analysis indicate that succession planning independently predicts employee retention, career development program plays a significant role in that relationship by strengthening it, such that, a higher level of career development program increases the retention rate of the employees. The result of this study is in line with the results of previous studies conducted as reviewed in the literature (Ghazali, 2010; Mapelu & Jumah, 2013). The reasons for this finding could be that career development programs are not just a sign of the organisation's commitment to employees but also a major mechanism for attracting, motivating, retaining good quality employees and also satisfying the career progression needs of the employee therefore, increase organizational performance.





## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter covers discussions on the findings of the study, the conclusion, and recommendations. Suggestions for further research have also been included. The discussions include the views in the literature review part and also the experiences gained from the research.

#### 5.2 Summary of Findings

##### *5.2.1. Succession planning, employee retention, and organizational performance.*

The first hypothesis sought to investigate whether succession planning will significantly have any effect on employee retention and organizational performance. The results as expected indicated a significant positive effect of succession planning on employee retention and organizational performance with a greater effect on organizational performance than employee retention. This notwithstanding, the discussion will be done separately. Thus, discussing the effect of succession planning on employee retention separately from that of organizational effectiveness.

##### *5.2.2 Succession planning and employee retention*

From the results, it was observed that succession planning had a significant effect on employee retention. The correlation matrix between the variables also indicated a significant positive relationship between succession planning and employee retention. This means that the higher the practice of succession planning in organizations, the higher the rate of employee retention. This further means that if the organization put in place a proper succession planning program, it will affect employees' decision to stay with the organization positively because they will feel they have a future with the

organization hence an increase in the retention rate of the organization. Succession planning also leads to the promotion of some employees and the employees see such a “move” as a kind of motivation hence their decision to stay.

#### ***5.2.4 Career development program as a moderator in the relationship between succession planning and employee retention.***

The second hypothesis of this research was to establish if the variable career development program has a moderating effect on the relationship between succession planning and employee retention. Specifically, it was hypothesized that a career development program will moderate the relationship between succession planning and employee retention. Consistent with this prediction, the results from the study indicated that a career development program moderates the relationship between succession planning and employee retention. What this means is that the relationship between succession planning and employee retention is positively strengthened by the introduction of a career development program in the organization such that, a higher level of career development program increases the relationship between succession planning and employee retention as well as a reduction in the relationship when career development program is low.

Also, to have successful succession planning, an organization must identify their long-term goal and by so doing also identify and understand the developmental needs of their employees. These developmental needs should influence the kind of policies and programs that are designed to satisfy both needs of the organization and the employees. When the needs of the employees are satisfied through such programs, for instance, the employees have no reason to leave for greener pastures in other organizations. The

current study has shown that a career development program indeed is a major instrument for attracting, motivating, and retaining good quality employees.

#### ***5.2.5 Career development program as a moderator in the relationship between succession planning and organizational performance.***

The third hypothesis of this study was to determine if the variable, career development program, has a moderating effect on the relationship between succession planning and organizational performance. Specifically, it was hypothesized that a career development program will moderate the relationship between succession planning and organizational effectiveness. Further, the result revealed that the level of training and development are given to an employee through career development programs affects the relationship between succession planning practice in the organization and the organization's performance in terms of goal achievement such as employee satisfaction, customer orientation, organizational commitment and financial and growth performance by strengthening the relationship. This means the development of employees' careers by the organizations had a significant effect on the succession planning-organizational effectiveness relationship. Anlesinya, Bukari, and Eshun (2014) on their study confirm the finding of the current study as they state that, adequate investment of resources and management support can make a highly developed employee contribute significantly to the performance and by effect, the effectiveness of the organization.

### **5.3 Conclusion**

In conclusion, the focus of the present study was to investigate the relationship between succession planning, employee retention, and organizational effectiveness. The moderating role of the career development program in the relationship between

succession planning and employee retention and also the moderating role of the career development program in the relationship between succession planning and organizational performance were also explored.

Results from the statistical analysis revealed that succession planning has an effect on employee retention and organizational performance. The result also provided empirical evidence that a career development program moderates the relationship between succession planning and employee retention, such that, it strengthens the relationship. The proposed moderation effect of career development programs in the relationship between succession planning and organizational performance was also observed, such that, it strengthened the relationship. It is also consistent with the overwhelming findings from other studies that good organizational policies such as succession planning not only improves the performance of the organization but the overall effectiveness of the organization as well. The current study is further in agreement with empirical evidence on the essence of career development programs for the individual employee and the organization itself. Hence, investment in employee development to enhance their career progression cannot be any longer delayed.

Management, therefore, needs to extend its full support in terms of resource allocation to ensure an effective succession planning to materialize since one of the biggest challenges of succession planning is the reluctance of top managers to develop their staff in terms of training the reason that those trained will serve as a threat to their very existence. As well, the support of the general staff is also needed in the efforts and the activities of succession planning because staff who are unwilling to be trained to take up new and superior tasks are likely to endanger the targets of succession planning in

the organization such as employee retention and effectiveness of the organization in terms of goal achievement.

Finally, the hope of the researcher is that observations made in this study will not only be useful to the succession planning literature but will travel the full length in serving as a guide for organizations and governments interested in the growth and survival of their institutions to put in place proper and realistic succession plans such that the right talents will always be available and ready to fill in gaps created as a result of the exit of an employee.

#### **5.4 Recommendations**

According to this study, having a workforce that is educated and trained is not the rage in today's company environment. Instead, having defined succession management plans that prove any correlation between employee retention and succession planning is preferred. The following suggestions are offered for thought in light of the research's findings and the conclusions that back up the use of succession planning strategies in organizations:

1. The growers and movers who have shown the most potential should be the focus of the organization's succession management initiatives.
2. The success of a succession management system involves the development and implementation of varied succession management practices. While there were indications that the organizations in this study had succession management practices, full implementation was wanted. It is therefore recommended that where such practices have been developed, they should be implemented.

3. Even though the succession strategies were only partially used, it was clear that, if completely applied, they would improve the management systems of the firms.
4. Staff satisfaction is a key factor in determining employee productivity and retention in an organization, hence it is crucial that organizations put deliberate steps in place to ensure that employee satisfaction levels are maintained at the highest possible levels.
5. Organizations must make sure that succession planning procedures and strategies for employee career growth are in place. Where these are already in place, they should be put into practice and made known to staff.
6. One cannot overstate the importance of keeping key employees in an organization. In light of this, it is advised that organizations make sure all the elements that affect employee retention are in place.

### **5.5 Future Research Direction**

First, in this current study, the researcher largely employed the use of regression in testing the various hypotheses establishing the relationships between and among various variables. The research took this decision with the assumption that the relationships were linear. However, it will not be farfetched that a possible non-linear relationship could exist between and among the variables and therefore testing their relationships adopting non-linear regression models is likely to lead to different results. As a result, further research is required that will exploit the use of non-linear regression models as well as different operationalization of the variables such as organizational performance and career development program that will also allow for use of other analytical techniques to test the hypothesized relationships for this study.

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## APPENDICES

### UNIVERSITY OF EDUCATION, WINNEBA

#### SCHOOL OF BUSINESS

#### DEPARTMENT OF MANAGEMENT SCIENCES

### QUESTIONNAIRE FOR STAFF OF UNIVERSITY OF EDUCATION, WINNEBA

This is a survey to find out your personal views on issues related to succession planning, employee retention, organizational performance and career development. It will take about 10 minutes of your time to fill. Your name is not required and the information you give will be treated as strictly confidential and used for academic analysis only. It is therefore hoped that you will be honest as possible in your response to the question that follows.

#### Section A: Demographic Information

Please tick (✓) the information that best represents your particular circumstance.

##### 1. Gender

Male [ ]

Female [ ]

##### 2. Age Range:

20 – 29 [ ]

30 – 39 [ ]

40 – 49 [ ]

50 and above [ ]



##### 3. Academic Qualification

Certificate [ ]

Diploma [ ]

Degree [ ]

Post-graduate [ ]

Other (please specify).....

##### 4. Category of Staff

Senior Member [ ]

Senior Staff [ ]

Junior Staff [ ]

##### 5. Length of service in the organization.

0 – 5 years [ ]

6 - 10 years [ ]

11 years & above [ ]

**Section B**

Instruction: Please indicate the extent to which you agree or disagree with the following statements which measure succession planning, Employee Retention, Organizational Effectiveness, and Career Development in your organization. Answer by ticking (√) only one answer in each case. *1 = strongly disagree, 2 = disagree, 3 =neutral, 4 = agree, 5 = strongly agree*

S/N	Statement	1	2	3	4	5
<b>Succession Planning in the Organisation</b>						
1.	In my Organisation, Employees are internally offered internship opportunities to assist them to advance their careers.					
2.	In my organisation, the succession plan encourages promotion from within strictly based on merit.					
3.	In my organisation, succession planning is strictly considered for top-level management.					
4.	In my organization, mentoring and coaching are well practiced by most managers and supervisors.					
5.	In my organization, employee career paths are clearly defined and are available from the HR Department.					
<b>Employee Retention in the Organisation</b>						
6.	If I wanted to do another job or function, I would look first at the possibilities within this company.					
7.	I see a future for myself within this organization.					
8.	If it were up to me, I will definitely be working for this organization for the next five years.					
9.	Within this organization, my work gives me satisfaction.					
10.	I have checked out a job in another organization previously.					
<b>Organizational Performance</b>						
11.	There are no processes or organizational barriers to my doing a good job					
12.	Our leadership team has the capabilities and commitment to address the challenges our organization faces					
13.	I am paid fairly, given my responsibility and performance					
14.	I would be willing to change jobs if the new job offered a 25% pay increase.					
15.	I would recommend our organization to friends as a good place to work.					

S/N	Statement	1	2	3	4	5
<b>Career Development</b>						
16.	Our organization conducts extensive training programs for its employees in all aspects of quality.					
17.	Training needs are identified through a formal performance appraisal mechanism.					
18.	I believe my promotion is a result of induction of the training program.					
19.	I believe that my set targets and objective are attained and identified by the firm through training programs.					
20.	I believe that my pay scale has increased as a result of participation in appropriate training programs or skill upgrades.					

