



**PRACTICE AND CHALLENGES OF SUCCESSION PLANNING AT ETHIOPIAN
SHIPPING AND LOGISTICS SERVICES ENTERPRISE**

**A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY, SCHOOL OF
GRADUATE STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENTS
FOR THE DEGREE OF MASTERS OF HUMAN RESOURCE MANAGEMENT**

BY: EYOBED HAILU

ADVISOR: SOLOMON MARKOS (PHD)

**NOVEMBER, 2018
ADDIS ABABA, ETHIOPIA**

CERTIFICATION

The undersigned certifies that, he has read and hereby recommends for acceptance of this research paper titled: “**Succession Planning Practices and Challenges at Ethiopian Shipping and Logistics Services Enterprise**” in partial fulfillment of the requirements for the degree of Master of Human Resource Management of Addis Ababa University Graduate Studies.

- | | | |
|-------------------|-----------|-------|
| 1. | | |
| Advisor | Signature | Date |
| | | |
| 2. | | |
| Internal Examiner | Signature | Date |
| | | |
| 3. | | |
| External Examiner | Signature | Date |

DECLARATION

I, Eyobed Hailu, hereby declare that this thesis has been conducted by me under the Supervision of Dr. Solomon Markos. This thesis has never in its present form, or in any other form, been presented to any other examining body for the award of any degree. Where the views and ideas of others have been used, they have been duly acknowledged. I therefore take responsibility for any inaccuracies and shortcomings, which may be detected in this thesis.

Signed: -Date: -

EYOBED HAILU
(Student)

This research project is submitted with my approval as university supervisor.

Signed: - - Date: -

SOLOMON MARKOS (PHD)
Principal advisor

DEDICATION

I dedicate this work to the Almighty God, the strength, wisdom and gift of life for putting together this thesis. I also dedicate this thesis to my lovely Hiwi for her support during this study and all my family for their immense support for my education and success in life. I appreciate the sacrifices you have to make to bring me this far.

ACKNOWLEDGEMENTS

I thank the Almighty God for the grace, mercy and love for seeing me through this very challenging but successful period of my life.

My heartfelt gratitude goes to Dr. Solomon Markos, my supervisor for his patience, time and guidance. His constructive criticism and quick feedback made it possible to complete my thesis on time. He has brought the best out of me and I am forever grateful to him.

To the management and staff of Ethiopian Shipping and Logistics Services Enterprise, I say thank you. There would not have been any data to analyze to come out with this thesis without your approval to use your enterprise in the data collection.

Finally, my appreciation goes to all my friends, especially the course mates I studied with and spent good moments with during my three years training in Human Resource Management. They were not just interesting friends but great family who made my master's program very successful.

Table Contents

<u>Content</u>	<u>Page</u>
CERTIFICATION	
DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENTS	iv
LIST OF TABLES	viii
LIST OF FIGURES	ix
ACRONYMS	x
ABSTRACT	xi
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of the Problems	3
1.3 Research Questions	5
1.4 Research Objectives	6
1.4.1 General objectives	6
1.4.2 Specific objectives	6
1.5 Significance of the Study	6
1.6 Scope of the Study	7
1.7 Limitations of the Study	7
1.8 Definition of Terms	7
1.9 Organization of the Study	8
CHAPTER TWO: REVIEW OF RELATED LITERATURE	9

2.1 Theoretical Review of Succession Planning.....	9
2.1.1. Definition, Objective, Benefits, Types and Elements.....	9
2.1.2. Succession Planning Practice.....	14
2.1.3. Challenges of Succession Planning	20
2.1.4. Positive factors influencing human resource succession planning	21
2.1.5. Strategies for enhancing the application of human resource succession planning	22
2.2 Empirical Review of Succession Planning	23
2.3 Conceptual Framework of Succession Planning.....	28
CHAPTER THREE: RESEARCH METHODOLOGY	30
3.1 Description of the Study Area.....	30
3.2 Research Approach	30
3.3 Research Design.....	31
3.4 Data Source and Types	32
3.5 Instrument Design Types	32
3.6 Population and Sample	33
3.7 Data Collection Procedures.....	33
3.8 Ethical Consideration.....	34
3.9 Data Analysis	34
3.10 Validity of Instruments	35
3.11 Reliability.....	35
CHAPTER FOUR: RESULTS AND DISCUSSIONS.....	37
4.1 Introduction.....	37
4.2 Demographic information of the respondents.....	37
4.3 Practices of Succession Planning.....	39

4.4 Challenges facing human resource succession planning	41
4.5 Positive Factors of succession planning	42
4.6 Strategies of succession planning	43
4.7 Summary of Findings.....	44
CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS	47
5.1 Conclusions.....	47
5.2 Recommendations.....	48
5.4 Areas for further study	51
References:.....	52
Appendix I Research Questionnaire	58

LIST OF TABLES

Table 3.1 Summary of Reliability Test.....	36
Table 4.1 Distribution of demographic factors	38
Table 4.2 Practices of Succession Planning.....	39
Table 4.3 Challenges of Succession planning.....	41
Table 4.4 Positive Factors of succession planning	42
Table 4.5 Strategies of Succession Planning	43

LIST OF FIGURES

Figure 2.1 The seven pointed star model of succession planning and management	19
Figure 2.2 Conceptual Frame work for assessment of succession planning Activities in an organization.....	28

ACRONYMS

CEO – Chief Executive officer

DCEO – Deputy Chief Executive Officer

ESLSE – Ethiopian Shipping and Logistics Services Enterprises

SARS - South African Revenue Service

SP – Succession Planning

SPSS- Statistical Package for the Social Science

SD - Standard Deviation

ABSTRACT

The study aimed at assessing succession planning practices and challenges at Ethiopian Shipping and Logistics Services Enterprise. Specifically, the study aimed in finding answers to four objectives. It assessed the practice of succession planning it also examined the challenges facing human resources succession planning in the enterprise. Furthermore, the study assessed the factors influencing human resources succession planning in the enterprise. Finally, the study looked at strategies used for enhancing the application of human resource succession planning in Ethiopian Shipping and Logistics Services Enterprise. The study employed questionnaire and interview for data collection. The data were analyzed using descriptive statistics such as percentages, mean and standard deviation. The study findings indicate that majority of the respondents have knowledge on the concept of human resource succession planning. The study finding also showed that the enterprise did not properly practice the enable factors of human resource succession planning such as ability to motivate and retain key employees, focusing on roles and responsibilities across a carrier plan and Lack of Plenty of information about employees. Moreover, the enterprise did not properly use various strategies of enhancing human resources succession which included attracting and recruiting potential employees, effective leadership and management development and improving budget. Furthermore, the study recommended that the enterprise should properly implement the positive or success factors of succession planning such as attracting and recruiting the potential employees, rewarding and recognizing hard working employees, effective management and performance Management system.

Keywords: *succession planning; human resource development; Replacement Planning; staff turnover*

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Succession planning was first introduced by Fayol who believed if succession planning needs were ignored, organizations would not be prepared to make necessary transitions (Rothwell, 1994). Succession planning allows an organization to prepare for the absence, departure, death, retirement, or termination of an individual. It provides for continuity of culture and the evolution of necessary skills for an organization (Blaskey, 2002). Steele (2006) argues that succession planning has been used as a formalized method for dealing with changes in leadership for over fifty years. Originally used to anticipate smooth transitions at the top level in organizations, it has evolved into a process that many organizations view as a critical for key positions across functions and levels. While operational definitions vary, the core meaning has remained the same throughout the decades as the process of succession planning has evolved.

Succession planning has long been an active human resources strategy that has been discussed at professional conferences and within professional journals and publications (Johnson and Brown, 2004). Since the late 1990s, HR professionals and decision makers have been aware of the need for formalized strategic planning of their workforces, especially given the pure demographics of the public service environment, at all levels. The inevitably changing workforce, driven by the steady exodus of baby boomer workers towards retirement, and converging many times with an increasing demand for public services, marked the generational HR management need for proper planning and development of thoughtful strategies in the areas of recruitment, retention and succession planning. While the HR and leadership community recognized this need for proper planning, circumstances and limited resources have prevented some agencies from instituting a formal approach to workforce planning. However, there are many examples of success in this area, often driven and supported by government leadership outside of the traditional human resource community for example, at the federal level workforce planning or human capital planning is a major component of the President's Management Agenda; and in the State of Georgia, the state legislature embedded formalized workforce planning for agencies within state law.

Succession planning embraces not only identifying qualified and motivated candidates for promotion to executive positions, but also developing their capabilities in a manner that will prepare them to perform effectively in leadership positions (Stinchcomb et al., 2010). Coaching and mentoring have become widely accepted techniques for extending such development beyond classroom training and on-the-job experience. But these strategies are only effective to the extent that they include structured activities, conducted to achieve targeted goals, by those with training to properly facilitate the process.

Succession planning process includes three main components. The first component is selection of candidate based on previous experience and background among and formation of talent pool (Rothwell, 2010). By this, we make sure that each key position has alternative potential successors and each talent has multiple potential promotion paths (Byham et al., 2002). The trend in scope of succession planning is expanding it to cover all the positions not just top managerial positions. It has shown that companies considering lower levels have better profitability (Garmen and Glaw, 2004). In case of not including all the organization, it is very important to identify critical positions which are essential for the organization, department, division, work unit, or team to achieve the necessary work results (Ibarra, 2005). Strategic plan can be a guideline for this aim. Beyond identifying what skill sets and knowledge bases are required for key positions, it is crucial that, the succession plan provides a method or plan for providing employees the opportunity for professional development. After selecting the talents, the role of development of successor as a second component of SP becomes clear.

Identifying development plan and follow-up is a mandatory part of process (Rothwell, 2002). The plan should be tailored to the individual needs and interests of successor (Patton and Pratt, 2002). Best development methods include 360-degree feedback, executive coaching, mentoring, networking, job assignments and action learning (Groves, 2007). The third component of SP process is change management and process management, including function and sub-processes like strategic view of Succession Planning, management commitment, implementation considerations etc. Succession plan makes sure that, organization has access to required human resource, quantitatively and qualitatively. This plan will determine promotion opportunities and developmental needs of candidates and build management commitment (Christie, 2005). But the

problem is that, while companies may have SP in place, they may fall out of sync with what the company needs to grow or expand into new markets.

Therefore, it is very vital to link succession planning to business strategy to obtain need kind of people with the needed set of skills for the future. However, this linkage has not been achieved in real world even in organizations with best succession planning (Karaevil and Hall, 2003). Management commitment like any other organizational-wide program is critical for successful implementation of Succession Planning. Without the support, succession planning is not executable even if design phase is done well (Diamond, 2006). Awareness and communication is another issue in process management of Succession Planning. It seems that, the best state for both organization and individual is that issue raise and discuss openly based on a transparent posted process (Greer and Virick, 2008). Continuous evaluation is important in process management.

Succession planning is critical to the sustainability and competitive advantage of any organization irrespective of its ownership nature. Thus, succession planning facilitates the organization to take a strategic approach to its leadership development and employee skill assessment. It is particularly important where the Government policy causes massive retirements in order to preserve critical organizational knowledge. According to Collin & Hussy (2009), succession planning also facilitates a flow of talent emerging from within the organization. This is also capable of boosting the confidence in staff. This point is supported by the findings of Smith et al (2006) observes that succession planning is a tool for talent management in organization, and it is crucial for attracting, keeping, and promoting special talents that helps an organization to remain competitive.

Succession planning is essential for any organization in order to achieve consistent performance. Therefore, the finding in the conduction of this study is helpful to explore the practice and challenges of succession planning in Ethiopian Shipping and Logistics Services Enterprise.

1.2 Statement of the Problems

Succession planning has become a major concern for many companies. It helps organizations manage their talent pipeline (Guin, 2000). Its goal is to ensure that, the quantity and quality of leaders are identified, fully capable, and ready to contribute to the effective performance of a

business in future. Although, new career concepts like boundary-less careers (Arthur and Rousseau, 1996) and protean careers (Hall, 1996) emphasize individual responsibility in career development, no successful business can stop career management programs like succession planning to identify and develop the right people to ensure that the important skills are present in the organization over the long term (Barnet and Davis, 2008).

Some business trends are in favor of taking succession planning more seriously. Demographic trend in workforce toward aging and decrease in supplying workforce, tight labor markets (Busine and Watt, 2005; Naris and Ukpere, 2010); changes in values and attitudes of new generation workers toward demanding more independent, and flexible job with more training and learning opportunities (Cascio, 2006); shifting the source of competitive advantage from tangible assets to tacit knowledge stuck to the minds of employees (Barnet and Davis, 2008) which needs a mechanisms in place to avoid the risks of lost valuable human resources and ensure continuity.

Despite the fact that many studies have been conducted on succession planning, most of them were carried out in Asian countries like Iran and other developed countries particularly European countries (Busine and Watt, 2005). The study findings indicate that few studies were done in the developing countries. Erasmus (2009) researched on the effectiveness of succession planning in SARS enforcement Port Elizabeth, South Africa. Her research study addressed the importance of succession planning for the organizations' survival, which depends on the continuous supply of competent, experienced and well trained managers. The inadequacy of research conduction on the area of human resources succession planning practices and challenges is observed in Ethiopia, too.

Moreover, no research works are done and presented by the staff members or by some other bodies out of the enterprise about practices and challenges of succession planning of the Ethiopian Shipping and Logistics Services Enterprise as confirmed by Human Resource Administration and Development Director during the preliminary interview made by this research proposal developer. According to the director, no such research publications are found in the library or training department of the enterprise.

As a preliminary interview was made with the human resource administration and development director has shown that the shortage is mainly caused by low level of qualified staff on the

shipping and logistics industry which is one effect of succession planning practice, lack of attractive retention scheme, migration after training to other countries, and inter-sectorial movement and or retraining in other disciplines.

Ethiopian Shipping and Logistics Services Enterprise is one of the government enterprise which starts succession planning for its key employee since 2014 by identifying various pools for its key position starting from the top level management up to the lower level management and other non-managerial position but which are very critical position useful for the overall organizational vision and mission achievement. The enterprise provides various types of technical and development training for all pools based on their gap assessment.

In order to assess the succession planning practices and its challenges in ESLSE the following four areas will be examined: First, the Extent of Human Resources Succession Planning: the items incorporated focus on the employee: like knowledge on the concept of human resource succession planning and how it works in their organization, practice succession planning in the enterprise, frequencies in conducting succession planning, importance of the Succession Planning in their working environment and strategies used by the enterprise in carrying out human resources succession planning. Second, Challenges Facing Human Resources Succession Planning: Like insufficient talent pipeline, Inability to motivate and retaining key employees, Ineffective business practices. Third, Positive Factors Influencing Human Resources Succession Planning: Like Sufficient talent pipeline in the organization, focusing on roles and responsibilities across a career plan and; Fourth, Strategies for Enhancing the Application of Human Resource Succession Planning: like Attracting and recruiting the potential employees, Rewarding and recognizing hard working employees, Effective management and performance.

Therefore, the purpose of this study was to assess challenges of human resource succession planning and its practice in Ethiopian Shipping and Logistics Services Enterprise and to recommend for better performance.

1.3 Research Questions

- ☞ How do human resources succession planning practices look like in the Ethiopian Shipping and Logistics Services Enterprise?

- ☞ What are the challenges facing human resources succession planning in the Ethiopian Shipping and Logistics Service Enterprise?
- ☞ What are the positive factors influencing human resources succession planning in Ethiopian Shipping and Logistics Service Enterprise?
- ☞ What are the strategies for enhancing the application of human resource succession planning in Ethiopian Shipping and Logistics Service Enterprise?

1.4 Research Objectives

1.4.1 General objectives

The general objective of this study was to assess practices of succession planning and examine associated challenges at ESLSE.

1.4.2 Specific objectives

The study attempts specifically to:

- ☞ assess the practice of succession planning in the Ethiopian Shipping and Logistics Service Enterprise;
- ☞ examine the challenges facing human resources succession planning in the Ethiopian Shipping and Logistics Service Enterprise;
- ☞ assess the positive factors influencing human resources succession planning in Ethiopian Shipping and Logistics Service Enterprise;
- ☞ recommend strategies for enhancing the application of human resource succession planning in Ethiopian Shipping and Logistics Service Enterprise;

1.5 Significance of the Study

The following are suggested as the advantage of the research findings at the end of the research conduction:

- ☞ the study was expected to make contributions to the expanding literature on issues related to the human resources succession planning in the enterprise;
- ☞ the study was expected to raise practice human resource succession planning drawbacks which should be addressed by the enterprise;
- ☞ the study was expected to provide knowledge on the challenges facing human resource succession planning in the enterprise;

- ☞ results from the study have significance to academic extension of knowledge frontier as well as to policy makers of the enterprise;
- ☞ It is also be used as a reference for further study in the topic in the future.

1.6 Scope of the Study

The scope of the study was delimited to succession planning practice and challenges in the Ethiopian Shipping and Logistics Services Enterprise. The Enterprise has eight branch offices located in different geographical areas in the country and outside the country. In this study all branches are not be included; the study is confined with practice and challenges of succession planning such as insufficient talent pipeline, inability to motivate and retain key employees, ineffective business practices, unfocussed roles and responsibilities across career plan, limited information about employees, lack of effective company vision and failure to address future needs and inactive periodical succession plan in the case of the head office at ESLSE. The target groups, of course from the head office, include Department Directors, Division Managers, and Experts.

1.7 Limitations of the Study

The study is limited to exploring the factors that affect succession planning practice and challenges within the context of Ethiopian shipping and logistics services enterprise.

This study has a number of limitations:

- ♣ All findings are based on the information provided by the respondents, and are subject to the potential bias and prejudice of the people involved.
- ♣ The scope of the study is restricted to the study of employees in Ethiopian Shipping and Logistics Services Enterprise and places particular focus on its head office.

1.8 Definition of Terms

This subsection provides definitions of key concepts such as succession planning, human resources as well as human resources management from various sources.

Succession planning: Succession planning refers to the process of identifying employees who have the potential to assume key positions in the organization and preparing them for these positions (Belcourt and McBey, 2007).

Human Resources: Tracey (2003) in the human resources glossary defines human resources as ‘the people that staff and operate an organization. Human resources are used to describe the employees of an organization. It also refers to the activity of managing the workforce of an organization.

Human Resource Management: Armstrong (2003) in handbook of personnel management practice provides a definition of human resource management as a strategic and coherent approach to the management of an organization’s most valued assets. The people working here who individually and collectively contribute to the achievement of its objectives. HRM strives to achieve the organizational goals through employee performance.

Leadership skill: This includes skills of conflict resolution, customer treatment, human resource management, team work and strategic vision.

Manager: A manager is a professional who manages, coordinates and leads workers in his/her division.

1.9 Organization of the Study

The research paper is comprised of five chapters: Chapter one presented introductory background of the study; Statement of the Problem; Research Questions, Objective of the Study; Significance of the Study, Scope of the study, limitations of the study and definition of terms. Chapter two provided a review of available literature which is relevant to the research topic, while Chapter three described the techniques that are to be used in conducting the study. It also addresses the description of the study, research approach, research design, population and sample, data sources and types, data collection procedures, ethical consideration and data analysis. Chapter four is about Results and Discussion. Chapter five presented Summary, Conclusions, Recommendations and Further research areas.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

The literature part of the research study has over viewed and included the following parts: the first part presents theoretical review of the study; the second part explores the empirical literature review of the study and the third part provides other conceptual portions of the study which has guided for this study accomplishment.

2.1 Theoretical Review of Succession Planning

2.1.1. Definition, Objective, Benefits, Types and Elements

Succession planning refers to the process of identifying employees who have the potential to assume key positions in the organization and preparing them for these positions (Belcourt and McBey, 2007). The identification of talent is always paired with on-going programs to develop that talent. Likewise, succession planning defined as “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” (Rothwell, 2010). It is argued that succession planning is no longer limited to top managers, nowadays need to successor for every job in the organization is evident, especially with more involvement of employees to the organization and distribution of decision making to empowered employees across organizations.

Objective of Succession Planning

Recently, not just business organizations, but all types of organizations, including educational institutions and government offices, realized the necessity of succession planning and implementation of effective succession planning that fit their own organizations. Kim (2006) identifies various objectives of succession planning such as: meeting the future needs, fulfilling needs of organization in the future, strengthening internal leadership bench, building leadership bench strength by managing and developing candidates who can be promote to key positions, filling the position, filling key open position(s) and minimizing the potential negative effect cause by it, enhancing diversity, enhancing diversity in organization and to accelerate development.

Benefits of succession planning

The implementation of a formalized succession planning process may have several benefits for the organization:

Reduced amount of time and expenses to fill vacancies

A planned strategy to deal with vacancies means that potential candidates have already been identified internally or externally. The company can proceed with filling the position faster and does not have to resort to expensive staffing tools such as expensive advertising in publications or resorting to staffing agencies or executive search firms

Readiness to deal with sudden loss of key players

Sudden illness and employee departures from the company for another frequently occur. An organization that has already identified temporary or long-term permanent replacements for key positions will mitigate the risk associated with sudden employee departures and minimize business disruptions.

Aligned staffing processes with the long term goals of the organization

Organizations have business strategies to ensure long term growth and profitability through the implementation of marketing & sales strategies, technological improvements and innovation. Organizations with successful succession planning strategies also align their staffing processes to ensure that the critical positions identified as well as the potential candidates can meet those business strategies. Staffing processes are designed to quickly and successfully identify candidates that will help the business grow and remain competitive on the global market.

Reduced staff turnover

Communicating to high potential employees that the organization is considering them as part of its long term plans is essential in retaining them. High potential employees will feel valued, and more attention will be given to the development and career plans. An employee who feels part of a long term organizational plan will be more loyal to the organization and feel a sense of ownership over the organization's development, growth and success.

Increased appeal to investors and prospective employees

Here to stay and we are thinking about the future strategically. Investors will be comforted knowing that the organization has a broad strategy involving its workforce and prospective employees will be attracted to a company that recognizes its employees as a key driving force of the business.

Types of Succession Planning

Succession planning can be classified into different groups basing on the motive behind its implementation in an organization. Surdej and Watch (2010) identify two different types of

succession in family owned businesses. First type is called a defensive succession, in which family tries to preserve the control over enterprise at all costs. Second type might be called a transformative succession, in which the company is transformed so as to maximize the wealth of family even at the cost of reducing the family control.

Elements of Succession Planning

Based on a review of the existing literature and the elements of successful succession plan as identified by (Sharon Ley, 2002) the following categories:

♣ Top Management Participation and Support

Before succession planning can be implemented in any agency, it must obtain the full support of the organization's executive and management staff. "A commitment by the city or county manager and alignment with organizational strategy" is a necessary element to any succession plan (Ibarra, 2005). Without this support, even if a succession plan is identified, the plan will never take flight within the culture of the organization.

As (Ley, 2006) found in her study, "a lack of senior management support... hindered open access to the organization's leaders," and thus limited interest in succession planning at the agency in her study. Executives and "managers are uniquely positioned to assess how their business will be carried out and to identify the human capital capabilities needed to do so effectively" (Emmerichs, 2003).

Management is responsible for determining the criteria of an organization's succession plan. "A good succession planning program allows existing senior executives to observe people over time and train them to be of use to the company, its needs, and its culture" (Diamond, 2006).

Furthermore, "executives must communicate with current employees to ensure that" fear or insecurity of losing their positions "sabotage the plan" (Diamond, 2006).

♣ Needs-Driven Assessment

One way to determine which positions are a key or critical is to perform an assessment of the competency levels of current employees. This will help in determining "the number of those available and capable of fulfilling future functional requirements," as well as "what recruitment, training, and other strategies need to be deployed to address workforce gaps and surpluses." An effective way to conduct this assessment is through a checklist including ratings of competency levels "such as: advanced, intermediate, beginning or none."

♣ **Mentoring Programs**

Beyond identifying what skill sets and knowledge bases are required for key positions, it is crucial that a succession plan provide a method or plan for providing employees the opportunity for professional development, as it has been determined that a background characteristic of top managers which has attracted attention in the strategic leadership literature is functional track experience” (Datta, 1994).

In other words, since experience and job knowledge are highly valued for succession, it is necessary that organizations provide employees with the opportunity to develop and advance these skills. These opportunities “can be accomplished through job assignments, training, or job rotation, and it is one of the best ways for employees to gain additional knowledge and skills.” According to (Kowalewski et al., 2011) mentoring enhances sense of self-esteem; leads to fulfillment of development needs-satisfaction in leaving part of themselves to the next generation; improves professional, leadership and collaborative skills makes mentors better listeners; helps reaffirm own successes, and the mere fact of being asked to be a mentor is a powerful compliment”

♣ **Focus on Individual Attention**

In a “performance based selection system individual” employees “can be put in a leadership track by being given a special assignment that allows him or her opportunity to grow” (Larson 2005, 16). Often, leadership tracks are guided by career paths, which provide employees with a road map or stepping stones allowing them to move from their current position to their desired promotion. In providing employees with career paths and listening to their career goals and desires, an agency places a personal responsibility on the employee to ensure that their career goals are achieved (Diamond 2006, 38). Ultimately, “individuals are responsible for their career and accountable for meeting developmental objectives and gaining and demonstrating new capabilities;” therefore, employees should be enabled to choose training that suits their career goals (Australian Public Service Commission, 2003).

In order to make employees accountable for this developmental responsibility, advancements in the career path should be explicitly outlined (Personnel, 2006).

♣ **Extension to all Levels of the Organization**

Succession planning has been used to describe a wide variety of activities that involve planning for key transitions in leadership within organizations (Garman and Glawe, 2004). The term

succession planning has traditionally referred to planning for leadership continuity at the CEO level, but today succession planning provides for leadership continuity at all levels (Cooke,1995). As with any program, a succession plan should have a project planner assigned to oversee it and ensure that the plan stays current and covers all levels in an organization. Without full coverage to all levels it is likely that the program will not be sustainable. In order to have a successful succession planning for any organization the focus should be on preparing staff for assuming a higher leadership level” or career path, rather than on preparing staff for a specific position.

Barriers and challenges of succession planning

The following is a list of common pitfalls, barriers and challenges to avoid when implementing or running a succession planning strategy:

Not integrating succession planning with other processes

Succession planning should be aligned first and foremost with the strategic business plan of the organization. Furthermore, for it to be effective, it should also direct development and career planning, hiring and staffing. Succession plans should also be informed by performance appraisals, formal and informal performance feedback, employee interests, existing skills, abilities and knowledge.

Lack of support from top management

Succession planning must be aligned with the overall business strategy of the organization. As such, support from the CEO and from other top leaders of the organization is essential.

Aligning succession planning with the business strategy means that not only will it be rolled out throughout the organization but that the positions and potential candidates identified in the plan will take into account the trends in the labour market, the competitive market, the strategic direction of the organization and drive the organization’s development and growth.

Not communicating the succession plan to high potential candidates

High potential employees want to know that they are considered key to the future of the business. They are more likely to leave if they are not aware that they are considered an integral part of the organization’s business plans.

Underestimating the potential of existing employees

Many organizations rely on external hires to fill the knowledge gaps or talent gap they have identified rather than look to high potential internal talent. Companies incur needless expenses

and waste time consuming efforts to recruit externally when they could develop their internal resources.

Focusing exclusively on technical skills

The technical requirements of a position will evolve with time. Focusing exclusively on the current technical skills required for a position may lead the company to identify candidates with strong technical skills but who lack the soft skills required to be successful in the position as it will be in 5 or 10 years (such as leadership skills, continuous learning, teamwork, etc.)

Not offering training or development opportunities

Employees should not be left to identify their own training programs or create their own opportunities. Companies should proactively engage employees in training or development programs and identify opportunities (courses, mentorship, job shadowing, lateral moves, etc.)

Consider only upward succession

While identifying candidates for leadership positions is important, though should be given to include lateral succession plans to fill key positions.

2.1.2. Succession Planning Practice

M'Cathy (2013) says 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. These include:

- ♣ commitment and involvement of the CEO and Board,
- ♣ regular talent reviews,
- ♣ identifying viable successors for key positions,
- ♣ taking a “pipeline” approach to development,
- ♣ holding the executive team accountable,
- ♣ aligning the succession plan with business strategy,
- ♣ managing the irrational, political, and emotional dynamics of succession,
- ♣ assessing performance of potential successors,
- ♣ integrating succession planning with performance management, recruitment, selection, development and rewards and
- ♣ Making a serious commitment to development in terms of time and resources.

Molina (2013) cites three succession planning best practices geared towards growth and business continuity namely: Benchmarking, looking into the future and keeping it dynamic. In summary, the below succession planning practices are discussed in details as follows:

🔗 Human Resource Planning

Bulla and Scott (1994) define human resource planning as the process in which human resource requirements of an organization are identified and plans are made for satisfying them.

According to Reilly (2003) human resource planning is a process in which an organization attempts to estimate the demand for labor and evaluate the size and nature of the sources of supply which will be required to meet the demand. Torrington et al (2011) say to enhance recruitment and retention, organizations need to make themselves attractive to talent and current thinking focusing on employer branding through marketing the organization to their employees and potential employees in the same way they market their brands to customers. They cite that human resource planning requires talented people to be matched to the right jobs at the right time doing the right things.

According to White (1999) the primary means of achieving a diverse workforce requires a company to expand its recruitment efforts. However, the key challenge for human resources is not only the attraction of the right candidates to the right jobs but also retention of diverse employees in the organization.

🔗 Talent Management

Stuart - Kotze and Dann (2008:2) say there is no shortage of talented people but there is a shortage of people who know how to identify, develop, recruit and retain talent. As defined by CIPD (2007f) talent consists of those individuals who can make a difference to the organizational performance, either through their immediate contribution or in longer term by demonstrating the highest levels potential.

Armstrong (2009) refers to talent management as the process of identifying, developing, recruiting and deploying the talented people in an organization. On the other hand, talent relationship management is a process of building effective relationships with people in their roles with an aim to achieve talent engagement where talented employees remain committed to the organization.

Story (2007) says talent management has various meanings both theoretical and in practice. In its broad sense it is concerned with identification, development, engagement, retention and

deployment of 'talent' within a specific organizations context (CIPD 2006 P.1). Talent management is also presented as a new way of managing succession planning, forecasting on fast tracking career opportunities of high potential employees (CIPD 2006).

❧ Career Management

Inkson (1995) defines a career as a succession of related jobs arranged in a hierarchy of prestige, through which persons move in an ordered more or less predictable sequence.

According to Armstrong (2009) career management encompasses recruitment, personal development, lateral moves, and special assignments at home and abroad, development positions, career bridges and support for employees who want to develop. He lists several career management practices as formal mentoring, career counseling, performance appraisal, assessment centers, succession planning, retirement preparation, career workshop amongst others.

According to Wilensky (1961:523) some of the career management interventions in organizations include internal vacancy notification, clear career paths, career workbooks, career planning, workshops, computer assisted career management, opportunities for training and development, personal development plans, career action centers, development centers, mentoring programs, job assignments and rotation and outplacement career planning.

Kanard (1988) says before coaching and counseling, it is important to identify characteristic career path that the employee tends to follow. He says career paths should be established and must have four basic elements namely: real progression, be flexible to respond to job content changes, organization structure and management needs and should include specific skills, knowledge, educational training and career development experience and other attributes required.

❧ Performance Management

Cascio (2006) defines performance as working effectiveness, that is, the way in which somebody does a job, judged by its effectiveness. Armstrong (2009) says a principle feature of performance management is that it connects the objectives of the organization to a systematic work targets for individual employees.

Effective performance management can make a major contribution towards the achievement of business objective while maximizing the contribution of employees Cornelius, (1999). Tom Watling (1977) states that performance appraisal provides a record of how each employee has

performed against set objectives. The employee should be allowed to express his or her ambitions and ideas as to how they are progressing in their careers.

Schuler et al (1992) say good managers therefore should encourage and coach the middle aged potential employees so as to ensure that there is stability within the organization. A good performance appraisal system can help enhance employee performance and such a system should be objective not subjective, relevant to the job and fair to all employees.

Training and Development

Reid and Barrington (2001) suggest that organizations that have a reputation for training find it easier to recruit high quality staff. This is because trained workers are likely to be more flexible and able to undertake a range of jobs within the organization. Trained employees may also be more committed to the organization and less likely to leave for other jobs.

Robbins (2005) says organizations should develop training programs to equip employees and managers with the skills to be more effective in working with and leading diverse teams.

Raymond et al (2011) say many approaches on employee development fall into four broad categories: formal education, assessment, job experiences and interpersonal relationships. Assessment as a development initiative entails collecting information and providing feedback to employees about their behavior, communication style or skills. Some organizations organize for assessment centers where employees performance is assessed using multiple raters while offsite.

Cox (1993), Griggs and Louw (1995) suggest that diversity training and development programs should be integrated with the organization's diversity strategy. This is because diversity training helps to create awareness to employees hence developing a greater sensitivity to the challenges and opportunities presented by working in an increasingly dynamic, global and diverse organization.

Management Involvement

Benson et al (2006) define high involvement work practices as specific set of human resource practices that focus on employee decision making, power, and access to information, training and incentives. Armstrong (2009) says the underlying hypothesis is that employees will increase their involvement with the company if they are given the opportunity to control and

understand their work. In this case, employees are treated as partners of the business whose interest is respected and who have a voice on matters that concern them.

Armstrong (2010) says that gaining line management support requires a thorough analysis of the benefits that will accrue when they support any new human resource practice. By and large, gaining support from all top and line management will always entail market research, networking, creativity, innovation and flexibility at implementation.

Rewards Management

According to Thompson (2002) reward management is concerned with the formulation and implementation of strategies and policies the purpose of which are to reward employees fairly, equitably, transparently and consistently in accordance with their value to the organization and to help the organization to achieve its strategic goals. Equity is achieved when people are rewarded appropriately in relation to others within the organization. A consistent approach to the provision of rewards means that decisions on pay should not vary arbitrarily and without due cause between different people or at different times. They should not deviate irrationally from what would be generally regarded as fair. Transparency means that people understand how reward process operates and how they are affected by them.

Diversity Management

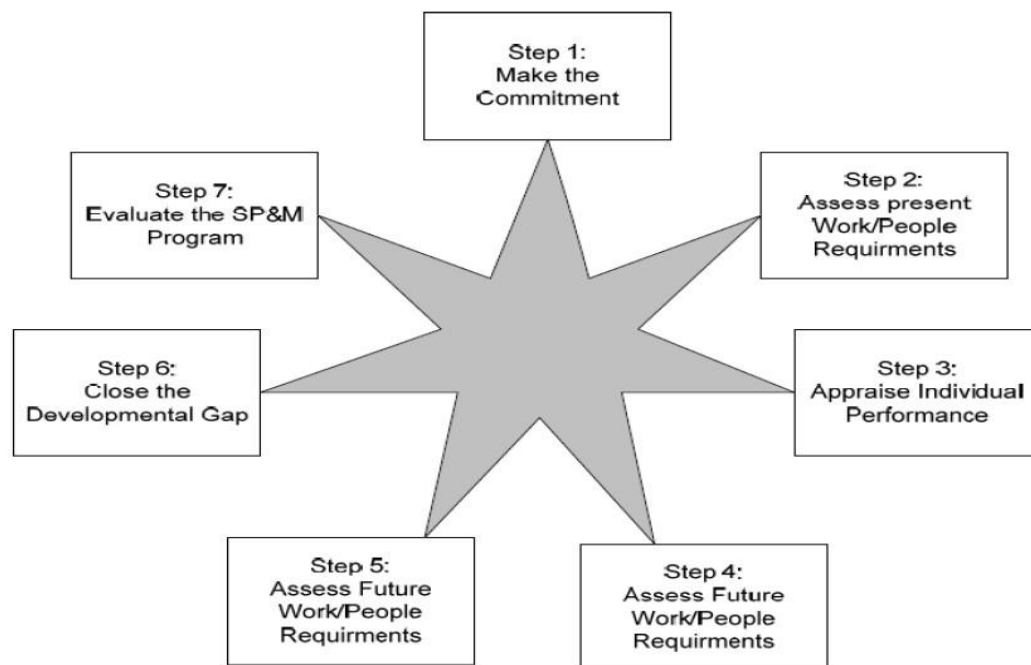
Managing diversity refers to systematic and planned commitments on the part of the organization to recruit and retain employees from diverse demographic backgrounds Thomas, (1992). He says that one of the prime aims of managing diversity is to ensure that all the talent within the company work force is appropriately harnessed towards company objectives. According to Gormley and Linda (2003) implementing a diversity management program successfully is a long term process that takes time, commitment and dedication. They say successful diversity management requires human resource managers to possess skills in leadership, organizational development, change management, psychology, communication, measurement and assessment.

Organizations that have put in place diversity management practices have remained relevant amidst the contemporary challenges Hayles and Mendez, (1997). Thompson (1992) says that benefits of diversity management include: increased adaptability, attraction and retention of highly qualified and committed staff, increased morale of staff, increased productivity, improved decision making, enhanced problem solving skills and legal protection.

Models in practice to study succession planning and management

The Seven-Pointed Star Model is a famous model developed by Rothwell (2001) to achieve the systematic succession planning and management. Seven steps in this model are: Make the commitment, assess the present work/people requirements, appraise individual performance, assess the future work/people requirements, assess individual potential, close the development gap, and evaluate the succession planning and management program.

Figure 2.1 The seven pointed star model of succession planning and management



Source: Rothwell, 2001

In this model, he gave details of each step in these orders:

In the first step, the organization's decision-makers should commit to systematic succession planning and management. In the second step, decision-makers should consider the present work requirements in key positions. This is the only way for individuals to be prepared for advancement stability grounded in work requirements. In this step, decision-makers should explain where key leadership positions exist in the organization and should apply one or more approaches to determine work or competency requirements.

In the third step, evaluating that how well individuals carry out their jobs is very important, because most succession planning and management programs suppose that individuals must

be performing well in their present jobs in order to succeed for advancement. Hence, in this step, the organization should begin establishing a list of talents, to have a clear idea of the existing human assets.

In step four, competency requirements in key leadership positions in the future need to be identified. To do this, decision-makers should make an effort to assess future work requirements and competencies. In that way, future leaders may be ready to cope with changing requirements.

The fifth step concerns the assessment of individuals' future potential and its match to their future work requirements. The organization should create a process for assessing future individual potential. That future oriented process should not be confused with past/present-oriented employee performance appraisals.

In the sixth step, the organization should establish a continuing program for leadership development to grow future leaders internally. Alternatives to traditional promotion-from-within methods of meeting succession needs should also be searched by decision makers.

Finally, to develop the succession planning and management program, it must be subjected to continual evaluation to determine how well it works. That is the seventh and final step of the model, and the results of the evaluation should, in turn, be used to make program refinements and to maintain a commitment to systematic succession planning and management.

2.1.3. Challenges of Succession Planning

Some challenges to succession planning are:

- ♣ Size of the organization: some nonprofits have so few positions that they may not have the ability to offer opportunities for advancement; employees with the potential and the desire to advance their careers may move to larger organizations as a result
- ♣ Lack of financial resources: employees may leave for better salaries and benefits offered in other workplaces
- ♣ The nature of funding: as more and more organizations depend on project funding as opposed to core funding, there are fewer core staff members available to take up positions in the organizations
- ♣ Project staff come and go and may not be seen to be part of the talent pool available to organizations

- ♣ In some cases, senior leaders are staying on in their positions, despite the fact that the skills needed for the job may have changed or they are no longer making a meaningful and productive contribution to the organization
- ♣ Indiscriminate inclusion of employees in the succession plan including those who are disinterested, unmotivated or lack capacity to advance
- ♣ Inadequate training and development resulting in an employee who is not prepared for a promotion
- ♣ A plan that does not promote people in a timely fashion, leading potential successors to leave the organization to seek new opportunities
- ♣ Poor communication resulting in confusion and turmoil within the organization as staff speculate about what the succession plan really is
- ♣ Potential candidates for promotion cannot be guaranteed that they will be promoted; a lot depends on timing and need of the organization

2.1.4. Positive factors influencing human resource succession planning

Factors which have more influence on the implementation of succession planning system include the following:

- ♣ Training: organizational training plans help employees to learn new skills and knowledge and give them new abilities. Trained people are more empowered. Therefore, they are available for any succession;
- ♣ Management Supports: for implementing a successful succession planning system, there is a need for a lot of support from the managers;
- ♣ Clarifying the career path: when an organization clarifies the career path, it would help employees to better understand the career objectives and also would help them towards a better implementation of succession planning;
- ♣ Creating a positive vision: while many people in the organization do not have a positive insight towards succession planning programs and in many cases, they think of these plans as a threat to their position in the organization, it is very important for the organization to give an exact image of these plans to the employees and create a positive vision of the implementation of succession planning system.
- ♣ Strong Organizational Culture: having strong organizational culture which provides values, beliefs, standards and paradigms for all employees also affect the effective

succession planning. Therefore, if these values and standards support the succession planning system, employees would follow the system, too.

- ♣ Flat Structure: flat structure will result in better communication and easier knowledge sharing in the organization, which are parameters that would greatly help in implementation of succession planning.
- ♣ Financial condition: financial conditions affect implementation of effective succession plans. For example, having enough budgets for human resources is one of the most important conditions for training people.

2.1.5. Strategies for enhancing the application of human resource succession planning

Succession planning is part of a broader talent management program. Succession planning aims to attract the best talent, retain those individuals, and develop them through well-targeted development efforts. Succession planning helps build the bench strength of an organization to ensure the long-term health, growth and stability.

As the contribution of human resource succession planning is crucial, it need to be incorporated and be given due attention as a strategy, too. The following are some important points:

- ♣ Establish measurable goals to guide the succession planning program. Closely align the measurable goals of your succession planning program to the organization's measurable strategic goals;
- ♣ Recalibrate succession planning program goals on an annual basis. Assess changing competitive and organizational conditions and priorities;
- ♣ Prepare current job descriptions so that the work to be performed is clear;
- ♣ Prepare competency models by level on the organization chart. Use a rigorous examination of objective performance requirements; Plan for future competencies that are necessary to achieve future strategic goals; Ensure all competency models are clear and measurable;
- ♣ Carefully define the roles to be played by each key stakeholder group in the succession planning process. Key stakeholders include the board, CEO, senior executives, middle managers, supervisors, and even workers. Keep senior managers and other stakeholders engaged in the succession planning program by establishing clear, measurable accountabilities;
- ♣ Establish talent pools by levels based on the strategic strengths of the organization.

- ♣ Take an inventory of your talent. Ensure that individual strengths and areas for improvement are recognized. Conduct talent reviews on a continuing basis to ensure that promotable individuals are being properly developed over time; and
- ♣ Evaluate the entire succession planning program on a regular (usually annual) basis. Compare processes and results against the measurable succession planning goals established at the beginning of the yearly planning cycle.

2.2 Empirical Review of Succession Planning

Kiyonaga (2004) wrote an article on today is the tomorrow you worried about yesterday: meeting the challenges of a changing workforce. He argues that the need for workforce and succession planning is having a significant impact on the human resources management function, especially in the public sector. For those of us in the public sector who for so many years have relied on a standard schedule of exams and eligible lists from which to fill vacancies, the future may be very different. Our organizations and managers will need more from us than the standard approach to recruitment and retention. While the tools may not change, the way we use them will have to. And what will be the role of HR as compared to that of the line manager in the whole workforce and succession planning process? A key question is whether workforce and succession planning is solely an HR job, a manager's job or one that must be shared between HR and managers. Workforce and succession planning demand a level of strategic planning that is still new to many public sector organizations. This requirement for a strategic approach to the workforce coupled with the need to address global issues affecting workforce supply will require human resources practitioners to act as internal consultants in their agencies. And strategic workforce planning skills and the ability to predict and meet the needs of the agency for a capable and trained workforce will expand the role of HR and its usefulness to line managers.

Novak (2007) wrote a paper on competency-based succession planning: a strategic approach to addressing human capital challenges. He argues that for the past three decades, the concept of competency-based management has received ever increasing attention in the business management literature. This attention assumed crucial proportions as the industrial base of many countries is supplanted by the "knowledge economy," "information age," or "post-industrial society." As the knowledge economy grows, intellectual capital becomes the key differentiating factor for organizations. To assure success, organizations must find ways of identifying,

quantifying, measuring, assessing, and enhancing their intellectual capital assets. One way of accomplishing this oftentimes difficult task was through competency-based management.

Kumar and Garg (2010) wrote a review article on the impact of online recruitment on recruitment performance. They noted that competitive organizations of the future have to attract and retain the best and outstanding employees to remain competitive in the market. The internet allows organizations to reach a large number of candidates easily and efficiently. Although the World Wide Web was becoming the hot new recruiting tool, traditional methods, such as newspaper advertising, were not yet obsolete. Local newspapers were the preferred advertising medium for non-management positions and national newspapers were widely used to recruit managerial/professional candidates. Their work identified Internet recruitment methods from relevant literature, and described how their benefits could influence the recruitment performance.

Wennberg and his colleagues (2010) wrote on succession in private firms as an entrepreneurial process. They argue that succession in private firms is an entrepreneurial process. In considering firm succession as the acts of entrepreneurial exit and entry, their work adds to work that sought to integrate entrepreneurship and family business research. They provided a comprehensive literature review of succession research over the past 35 years and identified seven thematically clusters within which succession can be understood as a distinct part of the entrepreneurial process, and three areas of particular interest for future research seeking to advance the literatures on entrepreneurship, family firms, and governance in private firms. The paper explores theoretical, conceptual, and methodological ways of integrating these findings into the research on entrepreneurship and family business.

Farashah et al (2011) researched on succession planning and its effects on employee career attitudes using a case of Iranian governmental organizations. Their work evaluated effects of succession planning as an organizational level intervening program on career attitudes as individual level variables. Best practices of succession planning were selected from literature and compliance of succession planning system of organization to these practices was defined as extensiveness of succession planning. A 22-item questionnaire was developed to measure the extensiveness of succession planning. Validity and reliability of questionnaire were confirmed by appropriate tests. For career attitudes, 3 variables of promotion satisfaction, perception of career success, and perception of job platitude selected. Then the correlation of the succession planning

extensiveness and three career attitudes were examined by empirical data gathered from 152 managers and key personnel in 23 large Iranian governmental organizations. Significant correlation existed between succession planning extensiveness and career success and satisfaction of promotion process. Perception of job plateau did not show correlation with succession planning extensiveness. This study recognized best practices that should be considered for design of succession planning. Also the scale for measuring succession planning extensiveness developed. It can be used to gain a better understanding of status quo of succession planning in organizations and gap analysis which is generally one of the early stages of every organizational development project.

Erasmus (2009) researched on the effectiveness of succession planning in SARS enforcement Port Elizabeth. Her research study addressed the importance of succession planning for the organizations' survival, which depends on the continuous supply of competent, experienced and well trained managers. It addresses the problem of determining the strategies that can be used by SARS Enforcement Port Elizabeth to manage succession planning effectively. To achieve this objective a comprehensive literature study was performed to determine the views on various succession planning models. The literature review served as a model in the development of a guideline for SARS Enforcement Port Elizabeth management to manage succession planning. An interview was conducted with the human resource manager and middle management from the various departments who were requested to complete a questionnaire in order to determine the current practices of succession planning. The questionnaire was developed in accordance with the findings from the research. A pilot study was conducted to evaluate the relevance of the study to the problem questions and to evaluate whether the questionnaire will be easily understood. The answers of the respondents were analyzed and compared to the findings of the literature study. The information obtained from the literature study and from the respondents resulted in various recommendations and conclusions.

Weekley (2005) in his study "succession planning: issues and answers", states that the HR professionals develop the succession planning with a mandate received from the CEO. However, the application of the process was not sure. To put the plan in the process, the organizations should follow a few techniques. That is the CEO must be an avid supporter and an active participant, the line management must own the process with HR playing a supportive role, gaps between the current and future skill requirements are to be identified, succession planning must

be consistent with other programs, employees are to be held accountable for their own planning and should focus on the selection process, the planning process has to be reviewed quite often.

Porkiani et al (2010) reviewed succession planning in Iranian governmental agencies. They argued that it was becoming increasingly challenging for organizations to obtain qualified and talented staff. Succession planning was often introduced as a way to attract and employ such staff. Succession planning is a process of recruitment and development of employees for vital roles within the organization. Implementation of succession planning was a central to certain organizational requirements. Their research surveyed organizational requirements in Iranian governmental agencies and their relation to the implementation of succession planning. Their study used descriptive methods with correlation. The statistical population consisted of two groups, experts and managers of Iranian governmental agencies, and data was collected using three questionnaires. The findings of this study demonstrated a meaningful relationship between organizational requirements such as managers' commitment, organizational culture, organizational readiness, and managers' competencies with the implementation of succession planning. By considering these organizational requirements in their management practices, managers were more likely to be successful in recruiting, evaluating, training and developing talent as dimensions of the implementation of succession planning.

Clieaf (1995) wrote on executive resource and the changing role of the board in leadership assessment, executive talent succession planning: reengineered for the twenty-first century. As a result of the "activist" institutional investor, succession and executive development are now in the top five priorities for many chief executive officers. Just what is driving this change, and why do we need to reengineer our replacement planning, strategic staffing, talent development and performance management processes into one integrated process? Shares resulted from over five years of research and application regarding succession planning, strategic staffing, and competencies including a benchmarking with many of North America's "better practice" companies. The work discussed the changing role of the board in leadership assessment and chief executive officer selection; why the business context is the starting point for effective talent pool management and considers options for executive resourcing process design and discussed why most of the current approaches to competencies and 360° assessment fail to recognize how leadership and effective leader behaviours change by work level. Also discussed why we need to

clarify for line managers the confusion over assessing the talent pool for performance versus potential.

Kowalewski *et al.* (2011) examined succession planning utilized by the 2010 “Best Companies to Work for in New York”. The results of study showed that in the smaller business, only the CEO or the position of president may be included in the strategic plan for succession planning purposes. As the business becomes larger, middle and senior level positions could also be included.

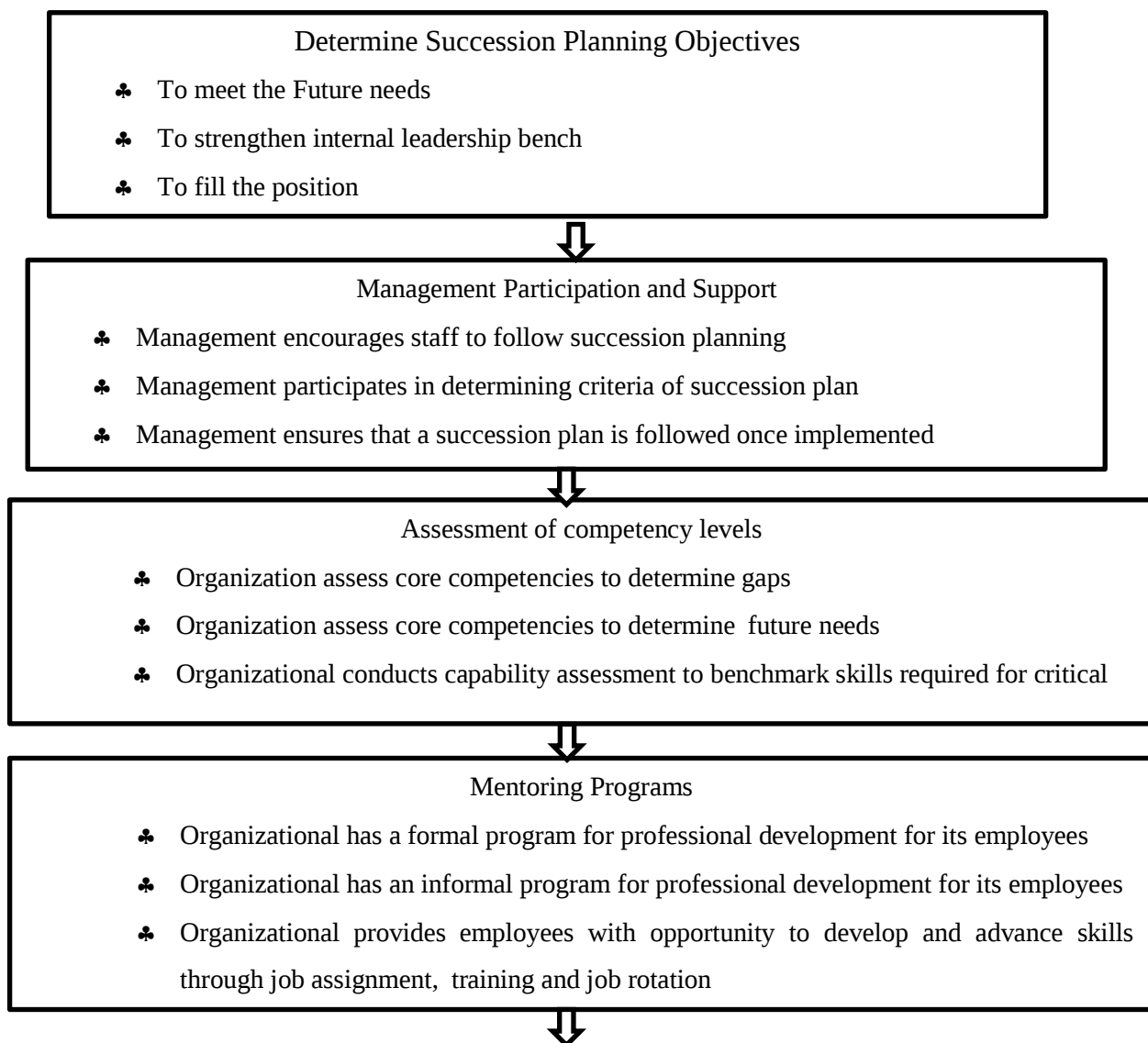
For any strategic plan to be successful, the entire organization needs to be aware of the plan and be familiar with the parts of the plan that they are responsible for in order to achieve results. Information about the organization must be gathered both internally and externally. Competition, technology, regulatory changes, company priorities, market trends, the economy, turnover, retirements, promotions, and retention efforts are just some of the challenges that influence succession planning. The factors that affect the pool of available talent do not just come from within the company’s corporate headquarters, but in this modern marketplace, are global.

Huang, (2001) researched succession planning and management systems and human resource outcomes. The study examined whether local firms with a more sophisticated succession plan achieved more favorable human resource outcomes than those with a less sophisticated plans in 100 U.S. owned companies, 150 Japanese-owned companies, and 400 local companies in Taiwan. Although the results of the study found no significant difference in human resource outcomes between companies which adopted succession planning and those that did not adopt it, in detailed results, a significant relationship appeared between the level of sophistication with which succession plans were carried out and human resource outcomes. Some of the characteristics, such as line-manager involvement, non-political succession criteria, the credibility of succession planning staff, review and feedback, and effective information systems, affected the performance of human resources.

2.3 Conceptual Framework of Succession Planning

According to Ndunguru (2007), conceptual framework refers to an assembled set of research concepts cum variables together with their logical relationships often presented in form of diagrams, charts, graphs, pictographs, flow charts, organogram or mathematical equations. Ndunguru continues to argue that conceptual framework unveils a studied phenomenon of conceptual cum variables into simple set of relationship that can be easily understood, modeled and studied.

Figure 2.2 Conceptual Frame work for assessment of succession planning Activities in an organization



Extension to all levels

- ♣ Within the organization there is identification of talent at all level
- ♣ There is open communication and knowledge of succession plan
- ♣ Strategic plan determines which positions will be in succession plan

Source: Developed by the Researcher, 2018

However, this conceptual framework seeks to describe research concepts cum variables as isolated but in a unified system of relationships. Based on the literature review and guided by the Seven-Point Star model a conceptual framework is developed (Figure 2.2) to assess the implementation of succession planning program in Ethiopian Shipping and Logistics Services Enterprise.

The assessment is based on five aspects or variables, namely: objectives, top management participation and support, needs-driven assessment provision of mentoring programs, focus on individual attention and extension to all levels of the organization. The organization establishes the objectives that it seeks to achieve from implementing succession planning. Once the organization has decided what it wants to achieve, then organization identify a range of areas (succession planning elements) that might enable the organization to achieve the objectives. This means objectives determine succession planning elements.

The four elements of succession planning discussed above are important areas that guide the implementation of succession planning within enterprise. The way the four factors are combined and the importance attached to each factor determine the success of succession planning the continuity of an organization, department, or work group by making provisions for the development and replacement of key people over time.

Top management participation and support is necessary for the success of any succession plan. Mentoring is concerned with improving and imparting the additional knowledge and skills and improvement of and professional and leadership skills. Without full coverage to all levels it is likely that the program will not be sustainable.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Description of the Study Area

The researcher had intention to investigate the facing human resource succession planning and practice in Ethiopian Shipping and Logistics Services Enterprise at the head office level. Though the enterprise has two different categories of workmanship namely seafarer's and inland employees, the study considers data from respondents of inland employees at the head office which is located in the city of Addis Ababa around Kirkos sub-city at Legahar.

The enterprise reports to the Ministry of State Public Enterprise and it is governed by board of directors. The Enterprise has got one Chief Executive Officer (CEO) and four deputy chief executive officers (Deputy CEO's).

It has got four major sectors organized in shipping, port and terminal, Freight forwarding and corporate sector as well as support departments which report directly to the chief executive officer. These four sectors have got their own deputy CEOs reporting to the CEO. The enterprise has got a total of 15 departments led by directors and 8 branch offices. Out of the total 3,725 employees of the enterprise, about 781 employees are found in the head office. But, the Ethiopian Shipping and Logistics Services Enterprise is in a continuous challenge of lack of experienced man power for the reason that employees leave for other companies. There is a problem of retaining experienced and knowledgeable employees in the enterprise.

3.2 Research Approach

Holton and burnettas cited in (Nolan, 2004) remarked that HR researchers have utilized both the quantitative and qualitative methods, stating 'both methods are valuable and often quite powerful when used together. Denzin as cited in (Nolan, 2004) has identified four basic types of triangulation: data triangulation, which involves the use a number of sources of data in a single study; investigator triangulation, involving a number of researchers or evaluators; theory triangulation, involving the use of multiple perspectives in order to interpret the same data set; and finally methodological triangulation, which involves the use of multiple methods within a single study.

Thus, mixed approach (quantitative and qualitative) has been applied in order to affirm the data collected from HR officials, managers and employees using questionnaire. Data regarding the

succession planning practices and challenges used interview with selected employees and managers. Moreover, document analysis or documentary has been used to conduct the succession planning practices and challenges of the enterprise.

The sources of secondary data that were used are consulting of documents, career and succession management plan, list of activities performed regarding succession planning in the past four years effective from 2014. Finally, all the collected data on succession planning practices and challenges in ESLSE were analysed and interpreted using a well-known succession planning model called the seven star model frameworks that can be used as a basis from which to answer the study's main research question.

3.3 Research Design

Research design is a plan or blueprint of how you intend conducting the research (Mouton, 2001: 55). A research design is the set of methods and procedures used in collecting and analyze measures of the variables specified in the research. The design of a study defines the study type (descriptive, correlation, semi-experimental, experimental, review, meta-analytic) and sub-type (e.g., descriptive, longitudinal, case-study), research problem, hypotheses, independent and dependent variables, experimental design, and, if applicable, data collection methods and a statistical analysis plan. Research design is the framework that has been created to find answers to research questions.

A descriptive research design is a scientific method which involves observing and describing the behaviour of a subject without influencing it in any way. In addition, a descriptive study attempts to describe a subject, often by creating a profile of a group of problem, people or events, through collections of data and the tabulation of frequencies on research valuables and the research reveals who, what, when, where or how much (Serakan, 2010).

The study has used a descriptive research design. Questionnaire and interview have been used as the data collection method with a purposive. In this manner of research design, this study has focused on the assessment of the practice and challenges of succession planning in ESLSE.

3.4 Data Source and Types

For the purpose of data collection, this research has focused on using primary and secondary data as source of data collection. For the primary data collection purpose questionnaires consisting of close ended questions and structured interview has been applied.

For the secondary data source the researcher has used publications, scholarly papers and relevant documents. In addition, different reports of the enterprise concerning human resources have been used as secondary source.

3.5 Instrument Design Types

For the purpose of measuring succession planning practices and challenges, interview guide and questionnaire were adopted from Devotha Balthazar and used. The following variables are incorporated in the interview guide and questionnaire administered.

- ♣ The Extent of Human Resources Succession Planning: the items incorporated focus on the employee: like knowledge on the concept of human resource succession planning and how it works in their organization, practice succession planning in the Enterprise, frequencies in conducting succession planning, importance of the Succession Planning in you working environment and strategies used by the enterprise in carrying out human resources succession planning.
- ♣ Challenges Facing Human Resources Succession Planning: Like insufficient talent pipeline, Inability to motivate and retaining key employees, Ineffective business practices.
- ♣ Positive Factors Influencing Human Resources Succession Planning: Like Sufficient talent pipeline in the organization, Focusing on roles and responsibilities across a carrier plan
- ♣ Strategies for Enhancing the Application of Human Resource Succession Planning: like Attracting and recruiting the potential employees, Rewarding and recognizing hard working employees, Effective performance management, human resource policies, committed management, Culture of the organization, Readiness of the organization and Competence of the organization management.

3.6 Population and Sample

Chan, (2008) argued that the specific research question and characteristics of the target population together form the basis on which the appropriateness of a sampling procedure is evaluated. In this regard, a purposive or judgmental sampling technique has been applied to select an appropriate sample of individuals with experience and in-depth knowledge of succession planning practices and challenges of the enterprise. The size of target population was 76 based on the judgmental sampling these are: 25 Experts, 36 Division Managers and 15 Department Directors. Out of 76 total target populations all 76 target population was made to participate for questionnaire and 3 participants have been interviewed. The basis to select the above positions, because of the enterprise currently implemented its succession planning in those positions.

3.7 Data Collection Procedures

The data for the study was collected using questionnaire and interview. The interview was made to comprise only one percent from the selected target population. The interview was based on the structured interview guide with all the relevant questions clearly written down before the commencement of the interview sessions. Questions that are not included in the interview guide but considered necessary were also asked during the interview session. The interview responses have been jotted down and recorded by the researcher during the course of conducting the interview.

In addition, questionnaire consisting of mainly structured or close-ended questions have been used to collect the primary data for the study from the selected samples in order to take the opinions of employees on succession planning practices and challenges of the enterprise. In all 76 questionnaires were distributed to the selected samples and the researcher personally collected all completed questionnaires from the respondents. The data was collected at just a point in time, however, within a period of one week.

Secondary sources of data were also being reviewed to obtain relevant information regarding succession planning practices and challenges of the enterprise. This includes the enterprise HR procedure, annual succession plan HR needs survey needs and result, past year succession performance report and consultants document on succession planning practices comments. In

addition to this the researcher had tried to assess other related studies and online source on the subject matter.

3.8 Ethical Consideration

Ethical issues are one of an important issue in any research. According to Hart (2005, p. 307) states that “ethics in research, as in everyday life, are a combination of socialization, instinct, discretion and been able to put yourself in the position of others to reflect on and see our actions as others may do”.

According to Flynn et al., (1995) defined that several ethical issues must be concerned while gathering data which includes confidentiality of data gained, the objective of the research, respect of the participant in all aspects, and ignorance of enforcing the respondents in case he or she takes time to respond.

The truthfulness and honesty of the researchers is the most important aspect that needs to be focused ethically. (Carlos a. Primo Braga, 1995) explored that “various unethical problems in research, which need to be ignored include violating non-disclosure agreements, misrepresenting results, breaking respondent confidentiality deceiving people, and ignoring legal liability, invoicing irregularities. During the study strict compliance has been ensured with regard to the guidelines stressing the need to define the objective of study and the advantage expected from participants, the rights of participants and how these need to be protected and kept confidential and getting the informed consent of participant during the process of data collection.

In addition, while conducting the study due respect and consideration were given to respondents and professional opinions where a moral obligation between the researcher and the participants are to be all times honest and maintain privacy.

Therefore, in the study, in order to be sure that the basic and necessary aspects of ethical consideration has been compiled and efforts has been made to make respondents be ensured full confidentiality.

3.9 Data Analysis

Quantitative procedures combined with some qualitative procedure have been used to analyse the data collected for this study. The qualitative data obtained through the interview has been

analysed qualitatively and presented in the form of a summary. On the other hand, the quantitative data obtained through the questionnaires has been analysed in terms of frequencies and percentage values, mean and standard deviations and the results has been presented in tables.

The secondary data on the successions planning practices and challenges in Ethiopian Shipping Logistics Services Enterprise has also been analysed and the findings have been presented in the form of narration in the summary part.

Then, the findings have been interpreted and discussed in relation to the research questions, literature review and the theoretical framework regarding effective succession planning practices. For the purpose of this analysis the Statistical Package for the Social Sciences (SPSS) software has been used to analyse the quantitative data.

3.10 Validity of Instruments

Validity is the ability of an instrument to measure the variable it is intended to measure. The process of validating instruments was done purposely to reduce errors in the measurement process. To test validity the instruments used for collecting the data for the study were pre-tested. Some questionnaires were administered some experts and colleagues in the human resource department and all items which seemed ambiguous were modified. Basically, the researcher made some changes to the instruments to incorporate their suggestions and opinions from pre- testing.

3.11 Reliability

The reliability measures to which extent the instrument is without bias (error free) and offers measurement across time and across the various in the instrument (Cavana et.al.,(2001) the most popular test of inter item consistency reliability is the cornbach's coefficient alpha, which is used for multipoint scaled items.

Several authors such as, alwadaei (2010), Filed (2005), and Kothari state that even though, there is no predetermined standard; an instrument that provides a reliability coefficient of .70 is usually considered as reliable instrument, hence, in this study the internal consistency for all items of the instrument was tested using Cranach's alpha method.

Therefore, as indicated in table 3.1 below, the major dimension of succession planning at Ethiopian Shipping and Logistics Services Enterprise the Cranach's alpha value are presented.

Table 3.1 Summary of Reliability Test

S.N	Variable of the study	No. of Respondent	No. of Items	Overall Cronbach Alpha
1	Challenges facing human resource succession planning	69	7	.975
2	Positive factors influencing human resource succession planning	69	7	.974
3	Strategies for enhancing the application of human resource succession planning	69	12	.980

Therefore; the cronbach's alpha score for all items the instruments are above the acceptable level of alpha (i.e. .70); the instruments employed in this study were reliable.

CHAPTER FOUR: RESULTS AND DISCUSSIONS

In the previous chapter, the overall methodology, which was focused on research purpose, research approach, research strategy and the specific method of data collection and data analysis used in the study, has been presented. On the other hand this chapter presents the results and discussion of data collected via questionnaire and interview. The remaining part of this chapter is organized as follows. The first section of this chapter presents a demographic description of the sample in terms of gender, age, work experience and educational level. The second section summarizes the response of participants of the research.

4.1 Introduction

As it is discussed in the methodology part of this study, data collected by using different techniques were analyzed in this chapter by using mixed approach (quantitative and qualitative). Out of 76 questionnaires distributed to respondents 69 responses were obtained, thus resulting in response rate of 90.79%. In order to analyses the research results, Statistical Package for the Social Sciences (SPSS) software is used. SPSS is a computer program used for statistical analysis. SPSS has many features and properties which can provide appropriate results, these results lead to achieve research purposes. SPSS can provide several statistics for each element in the research questionnaire (De Coster 2004). Descriptive measures of each questions response results are presented in the following sections.

4.2 Demographic information of the respondents

The study participants on survey questionnaire have different personal information; besides these differences they introduce different responses. The following discussion shows these differences. The demographic profile of respondents, participated in this study was shown in table 4.1 as follows.

Table 4.1 Distribution of demographic factors

Demographic		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Female	22	31.9	31.9	31.9
	Male	47	68.1	68.1	100.0
	Total	69	100.0	100.0	
Age	31-40	27	39.1	39.1	39.1
	41-50	29	42.0	42.0	81.2
	51-60	13	18.8	18.8	100.0
	Total	69	100.0	100.0	
Marital Status	Single	16	23.2	23.2	23.2
	Married	46	66.7	66.7	89.9
	Divorced	5	7.2	7.2	97.1
	Widow/Widower	2	2.9	2.9	100.0
	Total	69	100.0	100.0	
Educational Level	Degree	46	66.7	66.7	66.7
	Master	23	33.3	33.3	100.0
	Total	69	100.0	100.0	
Experience	Less than 5 years	8	11.6	11.6	11.6
	6-10 years	19	27.5	27.5	39.1
	10-15 years	22	31.9	31.9	71.0
	Above 16 years	20	29.0	29.0	100.0
	Total	69	100.0	100.0	

Source: Survey results, 2018

More than half comprising 47 (68.1%) of respondents were males. This was the results of given socio - cultural issues in Ethiopia where males are dominant in employment and age of the respondents was considered to be important in assessing challenges facing human resource succession planning in the Ethiopian Shipping and Logistics Services Enterprise. The study revealed that the age distribution of the respondents favoured the group between 31-40 years which comprised 27 (39.1%) of the total respondents and 41-50 years which comprised 29 (42%) takes the largest share age group in the enterprise, the research wanted to know sex distribution of respondents in order to ascertain their non-business of the sample.

Marital status was considered as an important element during this study. The findings revealed the following: 16 (23.2%) of total respondents were single, 46 (66.7%) were married respondents, 5 (7.2%) were divorced respondents and only 2 (2.9 %) were divorced

respondents. These figures revealed that there was a massive difference of marital status of different respondents during this study.

Again education level was considered as an important attribute when assessing challenges facing human resource succession planning in ESLSE. This was because, education was assumed to have a crucial role in positive respondents to understand different questions on the challenges facing human resource succession planning in the enterprise. The study found that 46 (66.7%) of respondents were degree holders and 23 (33.3%) of respondents had a master degree. Therefore, more than half of the respondents had a bachelor degree. Therefore, this statistics implies that most of the enterprise preferred graduates employees and respondents were asked to state their work experience in the enterprise.

The study statistics indicate that 8 (11.6%) worked with their respective organizations for the period of less than four years, 19 (27.5%) worked between five and ten years with the respective organizations, 22 (31.9%) of the respondents worked with the respective organizations for the period between 11 and 15 years and 20 (29%) of the remaining respondents worked for their organizations for the period above 16 years. The statistics shows that there was a good combination of experienced and less experienced in the enterprise. However, the big number of the respondents was from the above 16 years experienced employees which comprised biggest number from total respondents.

4.3 Practices of Succession Planning

The objective of the study was to examine succession planning practices in Ethiopian Shipping and Logistics Services Enterprise by assessing the Concept of Human Resource Succession Planning, degree level of succession planning, and the importance of succession planning to the enterprise.

Table 4.2 Practices of Succession Planning

Characteristics		Frequency	Percent	Valid Percent	Cumulative Percent
Knowledge on Concept of Human Resource Succession Planning	Yes	44	63.8	63.8	63.8
	No	17	24.6	24.6	88.4
	I don't now	8	11.6	11.6	100.0
	Total	69	100.0	100.0	

Degree of level of Succession Planning	Strongly well done and satisfactory by the enterprise	4	5.8	5.8	5.8
	Well done and satisfactory by the enterprise	37	53.6	53.6	59.4
	Fairly done but not satisfactory by management	28	40.6	40.6	100.0
	Total	69	100.0	100.0	
How many times enterprise conduct SP	At least once a month	1	1.4	1.4	1.4
	Quarterly	21	30.4	30.4	31.9
	After six months	14	20.3	20.3	52.2
	At least once a year	33	47.8	47.8	100.0
	Total	69	100.0	100.0	
Importance of Succession Planning in working environment	Very important	47	68.1	68.1	68.1
	Important	21	30.4	30.4	98.6
	Not important at all	1	1.4	1.4	100.0
	Total	69	100.0	100.0	

Source: Survey results, 2018

The study was understanding awareness of the respondents on the concept of human resource succession planning and how was it working. The study findings show that 44 (63.8%) of total respondents from the selected organizations were aware on the human resource succession planning and how was it working, 17 (24.6%) of the respondents had no knowledge on succession planning as being used in the enterprise and Only 8 (11.6%) of the respondents did not understand what the question sought from them. The statistical findings indicate that above half of the respondents has knowledge on the concept of succession planning at least for different levels.

The respondents were asked to choose from the statements which sought to explore information on the degree of level of succession planning in the enterprise. The study findings indicate that 4 (5.8%) of the respondents agreed that human resource succession planning in the enterprise was strongly well done and satisfactory, 37 (53.6%) of the respondents indicated that human resource succession planning in the enterprise were well done and satisfactory and 28 (40.6%)

of the respondents indicated that human resource succession planning were fairly done and not satisfactory to the stakeholders. The statistics implies that Succession planning is well done and satisfactory by the enterprise.

The study aimed to exploit information on the frequency the enterprise conducted succession planning. The study findings indicate that only 1 (1.4%) of the respondents indicated that their enterprise conducted succession planning at least once a month, 14 (20.3) after six months respectively as indicated in the table above, 21 (30.4%) of the respondents showed that their enterprise conducted succession planning on quarterly basis and 33 (47.8%) of the respondents indicated that their enterprise conducted human succession planning at least once a year. Therefore, above half of the total respondents show the enterprise practiced human resource succession planning.

Regarding to the importance of succession planning to the enterprise, respondents were asked to rank if they thought succession planning to be very important, important or not important at all. The study findings revealed that 47 (68.1%) of the respondents agreed that succession planning is very important, 21 (30.4%) of the respondents showed that succession planning was important for the enterprise to achieve its objectives and only 1 (1.4%) of the respondents did not see any importance of succession planning. Therefore, the study finding implies that human resource succession planning played important role for the enterprise's objective achievement. Hence, the enterprise should understand the paramount role played by human resource succession planning for their survival.

4.4 Challenges facing human resource succession planning

Table 4.3 Challenges of Succession planning

Descriptive Statistics					
Challenges of Succession planning	N	Minimum	Maximum	Mean	Std. Deviation
Insufficient talent pipe line in the enterprise	69	2.00	5.00	4.3043	.80994
Inability to motivate and retain key employees	69	2.00	5.00	4.0725	.71371
Ineffective business practice in the enterprise	69	2.00	5.00	4.2174	.70439

Unfocused roles and responsibilities across career plan	69	2.00	5.00	4.1884	.73315
Limited information about employees	69	2.00	5.00	4.4783	.75943
Lack of effective enterprise vision and failure to address future needs	69	2.00	5.00	4.3043	.73373
Inactive periodical actions	69	2.00	5.00	4.5507	.75802
Group Mean	69			4.30	0.74

Source: Questionnaire analysis, 2018

Awareness of Succession Planning challenges available in the enterprise, such as, insufficient talent pipeline, inability to motivate and retaining key employees, ineffective business practices, unfocused roles and responsibilities across a carrier plan, limited information about employees, lack of effective company vision and inactive periodical succession plan were discussed under this part to be among of the challenges facing human resources succession planning in the enterprise.

In order to understand the challenges of succession planning at Ethiopian Shipping and Logistics Services Enterprise seven items concerning with the overall challenges of succession planning was included in the questionnaire. As it is shown in table 4.3 above out of seven item the respondents on challenges of succession planning which ranges maximum mean 4.5507, i.e. ‘inactive periodical succession planning ‘ to minimum mean 4.0725 ‘inability to motivate and retaining key employees’. The overall response indicates that challenges of succession planning has mean =4.30 and SD=.74 to the seven items of challenges of succession planning have little effect on succession planning of the enterprise.

4.5 Positive Factors of succession planning

Table 4.4 Positive Factors of succession planning

Descriptive Statistics					
Positive Factors of succession planning	N	Minimum	Maximum	Mean	Std. Deviation
Sufficient talent pipe line in the enterprise	69	2.00	5.00	3.9565	.60476
Ability to motivate and retain key employees	69	2.00	5.00	4.2464	.75549

Effective business practice in the enterprise	69	2.00	5.00	4.3768	.80625
Focusing on roles and responsibilities across carrier plan	69	2.00	5.00	4.0290	.66357
Plenty information about employees	69	2.00	5.00	4.5507	.79588
Availability of effective enterprise vision and addressing future needs of the enterprise	69	2.00	5.00	4.4928	.81571
Active periodical succession plan	69	2.00	5.00	4.4928	.79748
Group Mean	69			4.30	0.74

Source: Questionnaire analysis, 2018

In order to understand the availability of positive factors influence on succession planning at Ethiopian Shipping and Logistics Services Enterprise seven items concerning with the overall enable factors of succession planning were included in the questionnaire. As it is shown in table 4.4 above out of seven item the respondents on enable factors of succession planning which ranges maximum 4.5507, i.e. ‘plenty of information about employees’ to minimum 3.9565 ‘sufficient talent pipeline.

The overall response indicates that the availability of enable factors influence on succession planning at Ethiopian Shipping and Logistics Services Enterprise has mean = 4.30 and SD=.74 to the seven items which focus on the availability of positive factors influence on succession planning. A mean of 4.30 indicates that the availability enable factors of succession planning have strong influence in the enterprises succession planning.

4.6 Strategies of succession planning

Table 4.5 Strategies of Succession Planning

Descriptive Statistics					
Strategies of Succession Planning	N	Minimum	Maximum	Mean	Std. Deviation
Attracting and recruiting potential employees	69	2.00	5.00	4.2319	.71011
Rewarding and recognizing hard working employees	69	2.00	5.00	4.1014	.76974

Effective leadership and management development	69	2.00	5.00	4.2899	.92516
Staff engagement	69	2.00	5.00	4.3043	.82790
Effective management and development	69	2.00	5.00	4.0870	.76195
Organizational learning and development	69	2.00	5.00	4.5217	.79721
Setting enough budgets for human resource development	69	2.00	5.00	4.1159	.83201
Human resource policies	69	2.00	5.00	4.2029	.69831
Committed management	69	2.00	5.00	4.1159	.67598
Culture of the organization	69	2.00	5.00	4.2462	.65092
Readiness of the organization	69	2.00	5.00	4.2174	.80201
Competency of the enterprise management	69	2.00	5.00	3.9420	.41601
Group Mean	69			4.19	0.73

Source: Questionnaire analysis, 2018

In order to examine the strategies of succession planning influence on succession planning at Ethiopian Shipping and Logistics Services Enterprise 12 items concerning with the overall strategies of succession planning were included in the questionnaire. As it is shown in table 4.5 above out of se item the respondents on strategies of succession planning which ranges maximum mean 4.5217, i.e. ‘Organizational learning and development ‘to minimum mean 3.9420 ‘competence of the organization.

The overall response indicates that the strategies of succession planning influence on succession planning at Ethiopian Shipping and Logistics Services Enterprise has mean =4.19 and SD=.73 to the twelve items which focus on the availability of positive factors influence on succession planning. A mean of 4.19 indicates that the strategies of succession planning have strong influence in the enterprise succession planning.

4.7 Summary of Findings

The study aimed in assessing succession planning practice and challenges at Ethiopian Shipping and Logistics Service Enterprise. The study was focused on at head office.

The questionnaire was adopted and distributed between management in different departments to evaluate how Ethiopian Shipping and Logistics Service Enterprise carries out its succession planning and practices. In this section of the dissertation, the attempt is made to discuss different findings from the results obtained by the survey questionnaire and interview. Examining findings for Research interview Question 1, what are the major practices of succession planning in your enterprise? There are some activities like Identify strategic linkages, Identify target groups, roles and responsibility, conduct position need assessment like identify leadership competencies skills and abilities the enterprise also developed talent pool and development needs which are good practices for effective practices of succession planning. But the enterprise has limitation in identifying and create talent development goals which are used to enhance knowledge, skills, attitude and abilities. Which include job rotations, stretch assignments, coaching, mentoring and classes? The enterprise uses individualized development plan which is Job Assignment (70%), Bosses, Coaches, Mentors (20%), Courses (10%) but all this plan are not properly implemented and there is also a lack of conducting a formal program of evaluation to ensure components meet enterprise needs.

The second finding answered research question what are the challenges of succession planning practices in the enterprise? As it is presented in table 4.3 and the interview question: There is limited information about employees of the enterprise, Ineffective business practice with regarding its aggressive branch expansion has its own challenge on the succession planning, Questionable and outdated data, Dashed expectations, Losing top performers, Limited HR Credibility and the enterprise succession planning is not well communicated to its employees and managers are the major challenges of succession planning in the enterprise. Interestingly, the findings demonstrated there is support from top management in implementing succession planning. Management's participation and support follows their realization of the importance of succession planning in the enterprise and the costs of hiring someone from outside the organization. Organizational success depends on having the right employees ready to take over with the right competencies at the right time (Kowalewski et al., 2011; Lewis, 2009). Also hiring someone from outside the organization would take long time to understand the inner workings of the company. Companies realize that to be effective, individuals have to know the business and know the players. In a fast changing, competitive world, time cannot be sacrificed (Flander, 2008).

The third findings provided answers to research questions what are the positive factors of succession planning in the enterprise. As it is shown in table 4.4 the availability of enable factors of succession planning have strong influence in the enterprise succession planning. A critical analysis of the findings shows that Ethiopian Shipping and Logistics Services Enterprise face some limitation in applying of enable factors of succession planning. Some of these are lack of plenty of information about employees, there is lack of ability to motivated and retain key employees there is no practice to provide opportunity for on-going feedback for successor ,there is also lack of focus on roles and responsibilities across a carrier plan.

With implementation of succession planning, many employers now have well-conceived training and development programs to be certain to have qualified employees ready to fill key positions (Kowalewski et al., 2011). The involvement of employees at all levels in formulation and implementing succession planning creates an environment of trust and enhances collaborative skills. The employees are highly satisfied with their involvement in succession planning activities. This finding is consistent with previous research by Kim (2006).

Regarding to findings on strategies of succession planning in the enterprise as it is presented in table 4.5 and information obtained by interview: there is no clear human resource policy and procedure communicated to employees, there is lack of committed management at all level of the enterprise in implementing succession planning, Succession planning is new to the enterprise there is less organizational culture regarding to this and there is also a knowledge gap on the performers. The current practice of the enterprise performance management system did not support its succession planning.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

The study intended to examine the main challenges and practices in the enterprise, through adopting mixed research approach. On the other hand, the purpose of this chapter is to delineate the conclusion in section 5.1 and presents some recommendations forwarded in section 5.2.

5.1 Conclusions

The objective of this study was to examine the major succession planning practice in the enterprise, to assess the extent to which human resources succession planning carried out as per the principles indicated in relevant theories, to examine the challenges facing human resources succession planning, to assess the enable factors and strategies in the Ethiopian Shipping and Logistics Services Enterprise.

In order to examine the above objectives the researcher, has used mixed approach (quantitative and qualitative). Data regarding the succession planning practices and challenges were also used interview with selected managers. Moreover, document analysis or documentary was used to conduct the succession planning practices and challenges of the enterprise. The sources of secondary data were HR procedure, career and succession management plan, list of activities performed regarding succession planning in the past years and a review of consultant's document.

Based on this, the major findings the study was succession planning is new to the enterprise because of this there is a knowledge and information gap especially with line managers and employee in the succession pool. There is also a performance management system but it is not strong enough and it is not supported by the system due to this, it does not serve for succession planning in the enterprise. Furthermore, there is also a lack of committed management at all level of the enterprise in implementing succession planning. The enterprise provides various types technical and leadership training and did not assess its impact and provide ongoing feedback and to its succession pool employees.

Succession planning has been used to describe a wide variety of activities that involve planning for key transitions in leadership within organizations (Garman and Glawe, 2004). The term succession planning has traditionally referred to planning for leadership continuity at the CEO level, but today succession planning provides for leadership continuity at all levels (Cooke,

1995). As with any program, a succession plan should have a project planner assigned to oversee it and ensure that the plan stays current and covers all levels in an organization. Without full coverage to all levels it is likely that the program will not be sustainable. In order to have a successful succession planning for any organization the focus should be on preparing staff for assuming a higher leadership level or career path, rather than on preparing staff for a specific position.

5.2 Recommendations

To improve its practice in succession planning the enterprise should consider and consistently work with the success factors such as Senior leaders should personally involve, Senior leaders should hold themselves accountable for growing leaders, Employees should committed to their own self-development. In addition to this, the enterprise should encourage its staff in the succession pool On-the-job training (cross training) participation in projects; Participation on teams, task forces, or committees; Computer-based training and course work from external providers; Attending work-related conferences; Membership affiliation with industry specific associations and societies; Working with a mentor, coaching or consulting others; and Leadership development programs and training courses.

Regarding lack of information and knowledge gap the enterprise management should do to disseminate information to the employees on the meaning and benefits from the human resource succession planning. This is due to the fact that information received from key informants in the departments and managers of human resource management and administration of the surveyed revealed that succession planning of the human resource was a new to many of them. Furthermore, the enterprise hierarchies at all level should commit themselves in implementing human resources succession planning since by so doing will contribute to the organization growth. Also, other employees will have a chance to learn from their seniors on the matters pertaining to human resource succession planning in their organizations.

The enterprise also use the succession planning as part of an integrated human resources plan: which means use the plan to communicate career paths to high potential employees and discretion should be used to ensure that employees not being considered as part of the succession plan are not frustrated or de-motivated, use the plan to guide training and development plans and strategies for key positions, individuals or key areas, use the plan to

strategically promote upwards or laterally, use the plan to effectively recruit new staff that will meet the requirements of the succession plan, rather than only the immediate technical requirements of a position and ensure that those new employees can grow the business and be a value-added part of the workforce.

Regarding findings on strategies of succession planning it is new to the enterprise and the enterprise is expected to work closely with line managers and employees by providing clear procedure and policies to all the concerned employees. In addition to this, collaboration among key players and buy-in from stakeholders, including middle management and operational levels play a great role for effective succession planning practices in the enterprise further more planning must extend to all levels of the organization rather than remaining limited to senior positions. The enterprise also be aware of that all employee in the enterprise has good information about the succession planning practices and this can be addressed by using various types of enterprise communication medias such as by frequently posting information on the enterprise portal, use employees company email and line managers must engaged in coaching their employees about the enterprise succession planning and practices.

The current practice of the enterprise performance management system did not support its succession planning therefore enterprise should have effective performance management system since it has a positive influence on the succession planning. Furthermore, the enterprise should conduct succession planning of human resources on regular basis. They should consider human resource succession planning to be part of their daily routines in their enterprise.

The final step in the succession planning process is to monitor and evaluate the strategies implemented to close identified and prioritized talent gap(s). As it is presented in table 4.9 it is important to regularly evaluate the succession planning process to ensure effectiveness. It is recommended that the succession planning efforts be measured and monitored: the relationship between inputs, activities, outputs, and outcomes; and impact of the process based on stated goals and objectives. Additional measures may focus on the framework functional strengths and weaknesses, and assessing gaps in developing succession candidates. The enterprise may also establish metrics that can measure succession planning; these metrics can be measured on a quarterly and/or annual basis. Some of these questions are used to evaluative and to help establish outcome metrics that the succession planning team may want to consider: Are

succession candidates performing well in their new roles? , What is the impact of learning and development efforts? , Is the “talent pool” diverse and reflective of the labor market? And the enterprise may use both Quarterly metrics and annual metrics Quarterly Metrics: How well are individuals progressing through their development assignments? , Progress toward development goals and career development plans, percent of candidates in a rotational position with a formal action plan. Percent of candidates in cross-functional assignments, Annual Metrics Number of successful promotions into key leadership positions, Percent of open positions filled, percent of turnover, diversity demographics of “talent pool” and percent of talent pool candidates that are “ready now.

Regarding to motivate and retain key employees there is a practice to provide various types of financial and non-financial rewards in the enterprise. But most of the time they didn’t consider the competition and the living condition of the country. It is necessary to work both on financial and non-financial rewards which should be updated and consider the living condition of the country.

Financial rewards such as the base rate is the amount of pay (the fixed salary or wage) that constitutes the rate for the job. It may be varied according to the grade of the job or, for shop floor workers, the level of skill required. Contingent pay: Additional financial rewards may be provided that are related to performance, competence, contribution, skill or experience. Employee benefits include pensions, sick pay, insurance cover, company cars and a number of other ‘perks’. They consist of elements of remuneration additional to the various forms of cash pay and also include provisions for employees that are not strictly remuneration, such as annual holidays. Allowances: are paid in addition to basic pay for special circumstances (e.g. living in remote areas) or features of employment (e.g. working in holidays). They may be determined unilaterally by the enterprise but they are often the subject of negotiation and Non-financial rewards do not involve any direct payments and often arise from the work itself, for example achievement, autonomy, recognition, scope to use and develop skills, training, career development opportunities and high-quality leadership.

5.4 Areas for further study

Succession planning is a very wide topic that needs to be researched in depth. Future studies can be done on succession planning in relation to performance of enterprise and the findings of this study did not exhaust all technicalities of human resources succession planning. The study explored only practices and challenges which faced human resource succession planning in the Ethiopian Shipping and Logistics Services Enterprise. Therefore, other researchers should conduct study in other enterprise, including those located up country. Also further study should aim to explore advantages which the organizations reap from succession planning.

References:

- Armstrong, M. (2003).A Handbook of Human Resource Management Practice. Vol. 9. Kogan Page Publishers.
- Armstrong, M. (2009).A Handbook of Human Resource Management Practice. Vol. 10. Kogan Page Publishers.
- Arthur, M. B., & Rousseau, D. M. (Eds.). (1996). the boundary less career: A new Employment principle for a new organizational era. Oxford: Oxford University Press.
- Australian Public Service Commission 2003, Ley 2002, SAO 2006, Datta 1994, Waymon 2005
- Australian Public Service Commission 2003, Ley 2002, SAO 2006, Washington State Department of Personnel 2006, Larson 2005, Diamond 2006
- Australian Public Service Commission 2003, Ley 2002, SAO 2006, Washington State Department of Personnel 2006, Waymon 2005
- Australian Public Service Commission 2003, Ley 2002, The State of Georgia and The Georgia Merit System 2006, Washington State Department of Personnel 2006, Ibarra 2006
- Australian Public Service Commission 2003, Ley 2002, Washington State Department of Personnel 2006, Hale 1996, Christie 2005, Diamond 2006
- Barnett, R. & Davis, S. (2008). Creating greater success in succession planning. Advances in Developing Human Resources, 10, 721-739, 2008.
- Blaskey, M.S (2002). Succession planning with a business living will, Journal of Accountancy, 193(5), 22-33.
- Belcourt, M. and K. McBey (2007) Strategic Human Resource Planning, Thompson Nelson, Fourth Edition.
- Bulla, D N and Scott, P M., (1994). Manpower requirements forecasting: a case example, in (eds) D Ward, T P Bechet and R Tripp, Human Resource Forecasting and Modeling, The Human Resource Planning Society, New York

- Busine, M. and Watt, B. (2005), "Succession management: Trends and current practice", Asia Pacific Journal of Human Resources, Vol. 43 No.2, pp.225-237.
- Byham WC, Smith AB, Paese MJ (2002). Grow your own leaders: How to identify, develop, and retain leadership talent. Prentice-Hall, New York.
- Cascio WF (2006). Managing human resources: Productivity, quality of work life, profits. McGraw-Hill, New York.
- Christie, S. (2005). Succession planning: There are no magic bullets. Policy & Practice, September 2005, 16-17.
- Cleaf, S.M (1995). Executive development: new roles, new models, American Journal of Management Development, Volume 1, Number 2.
- Collins, S.K (2009) "Succession planning perspectives of chief executive officers in us hospitals", Health care managers, July/ September, Vol, 28 (3), 258 – 26
- Cornelius, N. (1999), Human Resource Management: A Managerial Perspective, Thomson Business Press, Cornwall.
- Cox, T. H., Jr. (1993). Cultural diversity in organizations. San Francisco, CA: Berrett-Koehler
- Datta, Deepak, and James P. Guthrie. 1994. Executive succession: organizational antecedents of CEO characteristics. Strategic Management Journal. 15(7): 569-577.
- Diamond A (2006). Finding success through succession planning. Sec. Manage., 50(2): 36–39. Vol.4 (10), pp. 2140-2149.
- Emmerichs 2003, Ley 2002, Person 1940, Schall 1997, Washington State Department of Personnel 2006, Diamond 2006, Ibarra 2005
- Erasmus, E (2009). The Effectiveness Of Succession Planning in SARS Enforcement Port Elizabeth, Unpublished Dissertation of Masters in Business Administration(MBA) at the Nelson Mandela Metropolitan University, SA.

- Farashah, D.A; Nasehifar, V and Karahrudi, S.A (2011). Succession planning and its effects on employee career attitudes: Study of Iranian governmental organizations, *African Journal of Business Management* Vol.5 (9), pp. 3605-3613, 4 May 2011
- Flynn, B.B., Schroeder, R.G., Sakakibara, S. 1995. "The impact of quality management practices on performance and competitive advantage", *Decision Sciences*, Vol. 26 pp.659-91
- Garman, A.N., Glawe, J. (2004). Succession Planning. *Consulting Psychology Journal: Practice & Research*, 56(2), 119- 128.
- Gormley K and Spink L. (2003) Working with Diversity in collaboration, Tips and tools. CGIAR Gender and Diversity,
- Greer, C.R. and Virick, M. (2008), "Diverse succession planning: Lessons from the industry leaders", *Human Resource Management*, Vol.47 No.2, pp.351-367.
- Griggs, L. B., & Louw, L.-L. (1995). *Valuing and managing diversity: New tools for new reality*. New York, NY: McGraw-Hill
- Groves, K.S. 2007. Integrating leadership development and succession planning best practices. *Leadership and Succession Planning* 26: 239-260.
- Hart, S.E. (2005). Hospital ethical estimate climates and registered nurses' turnover intentions. *Journal of nursing scholarship*, 37,173-177
- Hayles, R., Mendez, R.A. (1997). *The Diversity Directive*. New York: McGraw-Hill.
- Huang, T. (2001). Succession management systems and human resource outcomes. *International Journal of Manpower*, 22(8), 736–747.
- Ibarra P (2005). Succession Planning: An idea whose time has come. *Journal of Public Management*, 87(1): 18 – 24
- Inkson, K. (1995) The effects of economic recession on managerial job change and careers. *British Journal of Management*, 6, 183-194

- Karaevli A, Hall DT (2003). Growing Leaders for Turbulent Times: Is Succession Planning up to the Challenge? *Organ. Dyn.*, 32: 62 – 79.
- Kim Y, 2006. Measuring the value of succession planning and management: A qualitative study of U.S. affiliates of foreign multinational companies. PhD Thesis, Pennsylvania State University.
- Kiyonaga, N.B. (2004), “Today is the tomorrow you worried about yesterday: Meeting the challenges of a changing workforce”, *Public Personnel Management*, Vol.33 No.4, pp.357-361.
- Kumar, N and Garg, P (2010). Impact of Online Recruitment on Recruitment Performance, *Asian Journal of Management Research*, Online Open Access publishing platform for Management Research, Punjab.
- Larson, L. (2005). Succession planning: attitude, action. *Policy & Practice*, September 2005, 16-17.
- Ley 2002, Kwlecinski 1984, Washington State Department of Personnel 2006, Poister 1999, Christie 2005, Diamond 2006
- Ley, Sharon. 2002. An assessment of succession planning at the State Bar of Texas. Applied Research Project, Texas State University.
- Marshall, Catherine and Gretchen B. Rossman (1999: 150) *Designing qualitative research*. 3rd ed. London: Sage Publications.
- Mouton, J. 2002. *Understanding social research*. Pretoria: Van Schaik.
- Mouton, J. 2011. *How to succeed in your Master’s and Doctoral studies; A South African guide and resource book*. Pretoria: Van Schaik publishers.
- Naris N. S, Ukpere W (2010) Developing a retention strategy for qualified staff at the Polytechnic of Namibia, *African Journal of Business Management*, 4(6): 1078 –1084.

- Novak, J.M (2007) Competency-based Succession Planning: A Strategic Approach to Addressing Human Capital Challenges, E-Gov. Institute Knowledge Management Conference, Washington, DC.
- Patton, W.D & Pratt, C (2002). Assessing the Training Needs of High. Potential Managers. Public Personal Management .31(4), 465-484.
- Porkiani, M. Beheshtifar, M. & Nekoie-Moghadam, M., 2010, Succession Planning In Iranian Governmental Agencies, Journal of American Science, 6(12), 736
- Raymond et al (2011). Fundamentals of Human Resource Management: (4th Edition), McGraw Hill Irwin, US.
- Reid, M.A. and Borrington, H. (2001) Training Intervention: Promoting, Learning Opportunities, 6th Edition, London, CIPD
- Reilly, P (2003) Guide to Workforce Planning in Local Authorities, Employers' Organization for Local Government, London
- Robbins, S. (2005). Organizational Behavior: New Jersey: Prentice Hall
- Rothwell, W.J. (1994). Effective succession planning. New York: AMACOM.
- Rothwell, W. J. (2001). Effective succession planning: Ensuring leadership continuity and building talent from within (2nd ed.). New York, NY: Amacom.
- Rothwell W. J (2010). Effective Succession Planning, Ensuring Leadership Continuity and Building Talent from Within. 4th edition, American Management Association, New York.
- Schuler, R. S., Dowling, P. J., Smart, J.P., Huber, V. L. (1992). Human Resource Management in Australia, 2nd edition. Sydney: Harper Educational Publishers
- Smith A. (2006). Power relationships among top managers: Does top management team power distribution matter for organizational performance? Journal of Business research
- Steele, P (2006) Succession Planning, White Paper (Revised), Regis Learning Solutions.

- Stinchcomb, J.B. and McCampbell, S.W. (2010). "Succession Planning: A Leader's Most Lasting Legacy," *American Jails* (May/June): 9-12.
- Thomas, R. (1990). From affirmative action to affirming Diversity: *Havard Business Review*, 68 (2), 107 -117.
- Thompson, P (2002) *Total Reward*, CIPD, London
- Torrington, D, Hall T. and Taylor S, (2008).*Human Resource Management: (7th Edition)*.Prentice Hall.
- Tracey, W. R. (2003). *The Human Resources Glossary, Third Edition: The Complete Desk Reference for HR Executives, Managers, and Practitioners.*
- Watt, B. and M.H.J. Busine. 2005. *Leadership development and succession management practices in Australian organizations.* Sydney: Development Dimensions International
- Wennberg, K; Nordqvist, M; Bau, M and Hellerstedt, K (2010). *Succession in Private Firms as an Entrepreneurial Process: Succession in private firms as an entrepreneurial process,* Stockholm, Sweden.
- Wilensky, H. L. —Careers, lifestyles, and social integration.‖ *International Social Science Journal* 12 (1961): 553–558.

Appendix I Research Questionnaire

A questionnaire on practice and challenges of succession planning

Introduction

Dear Respondents,

I am Eyobed Hailu, a post graduate student at Addis Ababa University School of Business and Economics. I am conducting a research on “ **Practice and Challenges of Succession Planning: The case of Ethiopian Shipping and Logistics Services Enterprise** ” in partial fulfillment of Master of Arts in Human Resource Management.

I kindly request you to spend some minutes of your time in filling the questionnaire. Any information which you provide will be kept confidential. Your genuine response is highly appreciated for the outcome of the research.

Thank you for your kind cooperation in filling the questionnaire.

Part One: - Personal Information

Direction: Please put a check mark (✓) in the appropriate box

1. Gender Female ☐ Male ☐

2. Age 18-30 ☐ 31-40 ☐ 41-50 ☐ 51-60 ☐

3. Marital Status Single ☐ Married ☐ Divorced ☐ Widow/Widower ☐

4. Educational Level Certificate ☐ Diploma ☐ Degree ☐ Master ☐ Above ☐

5. How long have you been working at this enterprise?
Less than 5 Years ☐ 6-10 Years ☐ 11-15 Years ☐ above 16 Years ☐

Part Two: - Assessment Practice of succession planning in the enterprise

6. Do you have knowledge on the concept of human resource succession planning and how it works in the enterprise? (circle the relevant answer)
- a) Yes b) No c) I don't know
7. Indicate the level of practice of succession planning from the following choices.
- a) Strongly well done and satisfactory by the company
b) Well done and satisfactory by the company
c) Fairly done but not satisfactory by the management
d) Not done at all by the company
8. How many times the enterprise conduct succession planning? *(Please circle one letter that represents your response)*
- a) At least once a month b) Quarterly c) After 6 months d) At least once a year e) Never done in the organization
9. How important is the Succession Planning in your working environment? *(Please circle the correct answer)*
- a) Very important
b) Important
c) Not important at all

Part Three: - Challenges facing human resources succession planning

10. Please indicate your reaction by “√” under the one that most appropriate to the following as it can act as a challenge to the enterprise intention and effort of succession planning.

5=strongly Agree, 4=Agree, 3= Undecided, 2= Disagree and 1= strongly disagree

S/	Statement	Ranking				
1	The insufficient talent pipeline does challenge to the enterprise intention and effort of succession planning.	1	2	3	4	5
2	The inability to motivate and retain key employees does affect succession planning.	1	2	3	4	5

3	Succession planning is affected by ineffective business practices in the enterprise.	1	2	3	4	5
4	The unfocused roles and responsibilities across a carrier plan challenge the succession planning.	1	2	3	4	5
5	In my opinion, limited information about employees is one challenge for the succession planning.	1	2	3	4	5
6	Lack of effective company vision and failure to address future needs is one challenge in succession planning.	1	2	3	4	5
7	In my enterprise, inactive periodical actions do affect succession planning.	1	2	3	4	5

Part Four: - Enabling factors influencing human resource succession planning

11. Rank how the availability of the following is an enabling factor to influence the enterprise human resource succession planning.

5=strongly Agree, 4=Agree, 3= Undecided, 2= Disagree and 1= strongly disagree

	Statement	Ranking				
1	Sufficient talent pipeline in the organization affects positively for the human resource succession planning.	1	2	3	4	5
2	The enterprise's ability to motivate and retain key employees through succession planning helps for the achievement of its goals.	1	2	3	4	5
3	Effective business practice in the organization enhances profitability and success of the enterprise.	1	2	3	4	5
4	In my enterprise focusing on roles and responsibilities across a carrier plan has a positive effect on succession planning.	1	2	3	4	5
5	Having plenty of information about employees has something to do with influencing human resource succession planning.	1	2	3	4	5
6	In the enterprise, the availability of effective company vision and addressing future needs of the organization affects positively to the facilitating of human resource succession planning.	1	2	3	4	5

7	The application of active periodical succession plan has a positive influence on succession planning.	1	2	3	4	5
---	---	---	---	---	---	---

Part Five: - Strategies for enhancing the application of human resource succession planning

12. Rank how the availability of the following strategies influences the human resource succession planning in your enterprise. Please put (√) accordingly.

5=strongly Agree, 4=Agree, 3= Undecided, 2= Disagree and 1= strongly disagree

S/N	Statement	Ranking				
1	The strategy of attracting and recruiting potential employees has determinate factor for the application of human resource succession planning.	1	2	3	4	5
2	Human resource succession planning is influenced by rewarding and recognizing hard working employees in the enterprise.	1	2	3	4	5
3	Effective leadership and management development has a decisive factor for the succession planning.	1	2	3	4	5
4	Staff engagement plays an improving part for the application succession planning.	1	2	3	4	5
5	The human resource succession planning of the enterprise is dependent on effective management and performance.	1	2	3	4	5
6	Organizational learning and development affects succession planning of the enterprise.	1	2	3	4	5
7	Succession planning, in the enterprise, is impacted by setting enough budgets for human resource development.	1	2	3	4	5

13. What is your position of agreement on the determinants of effective Succession Planning in the enterprise?

5=strongly Agree, 4=Agree, 3= Undecided, 2= Disagree and 1= strongly disagree

S/	Determinants of Succession Planning	Ranking				
1	The existence of human resource policies in the enterprise can determine the succession planning.	1	2	3	4	5
2	Committed management in the enterprise has an influential part for the human resource succession planning.	1	2	3	4	5
3	In my opinion, succession planning is actualized according to the kind of culture of the organization followed.	1	2	3	4	5
4	Readiness of the organization for success especially in having experienced human resource influences succession planning in the enterprise.	1	2	3	4	5
5	Competence of the organization management has positive influence for succession planning.	1	2	3	4	5

Thank You for Taking Your Time to Fill This Questionnaire!!