

The Moderating Relationship Between Succession Planning and Organizational Marketing Performance in Delta Broadcasting Service, Asaba, Nigeria

Oranusi Ifeanyichukwu Nwadiogo, PhD

Department of Marketing, Faculty of Management Sciences, Nnamdi Azikiwe, University Awka,
Anambra State, Nigeria

Ani Anthony Ejike

Department of Business Administration, Faculty of Management Sciences, Tansian University
Umunya, Anambra State, Nigeria

Johnson Onyero Joelin

Department of Business Administration, Faculty of Management Sciences, Nnamdi Azikiwe
University Awka, Anambra State, Nigeria

Okafor Ifeoma Pethronila, PhD

Department of Business Administration & Management, Federal Polytechnic Oko, Anambra State,
Nigeria

Abstract

Many organizations suffer from lack of a structured and systematic approach to identifying and developing potential successors. Succession planning is a vital aspect of organizational performance management, as it ensures the continuity and sustainability of leadership positions within an organization. This study focused on relationships between succession planning and organizational performance in Delta Broadcasting Service, Asaba. It specifically examined the challenges associated with this absence and the consequences it caused on the Delta Broadcasting Service Asaba. Data collected from ninety (90) respondents were analyzed and subjected to the test of hypothesis using the Chi-squares test of reliability revealing the absence of a structured approach to the development of potential successors. The hypothesis "there is a significant relationship between communication and transparency, and employee morale and engagement" has the Z falling within the acceptance region thereby validating the hypothesis. Findings revealed that there is a significant relationship between succession planning and organizational performance making it a necessary application for high performance in the organization.

Keywords; *succession planning, communication, transparency, employee morale, and engagement.*

INTRODUCTION

Succession planning is a critical aspect of organizational management, yet many companies struggle to implement effective strategies, leading to significant implications for organizational performance. Succession planning is a critical component of strategic human resource planning and it represents a proactive approach to identifying and developing future green fuel within organizations with which they prepare to stand at vantage position in the ever-dynamic business environments. Succession management (SM) in FOBs ensures that businesses are handed over to the next generation, thereby, cutting off the possibility of the business dying with the owner (Agbionu et al., 2023). It involves systematically identifying potential successors for key roles and ensuring their readiness to take over when senior leaders retire or leave their positions (Bailey et al., 2015). Succession planning is crucial for ensuring smooth transitions, preserving organizational continuity, and maintaining the organization's overall effectiveness and competitive advantage (Cho et al., 2018). North et al. (2018) demonstrated that organizations with robust successor planning processes experienced higher

employee engagement and job satisfaction levels. Since most failed change initiatives could be linked to managerial incompetence in handling change inside the business, the degree of acceptance of change initiatives may depend on the strategy used by management to achieve the change (Ezeanokwasa et al., 2023). Successor planning also has the potential to enhance organizational innovation and sustainability.

However, despite the well-documented benefits, successor planning remains a neglected area in many organizations. This lack of attention to successor planning can have detrimental effects on organizational performance, such as financial instability and reduced competitiveness (Zhou et al., 2019). In the most objective presentation, most organizations lack the requisite structure and systematic approach to identify and develop potential successors. It is a process that involves acquiring, creating, storing, sharing, and utilizing both tacit and explicit knowledge to enable employees to make decisions and perform their functional tasks (Nwagbala et al., 2023). Knowledge generation, knowledge sharing, and knowledge application as knowledge management processes are of huge importance to Broadcasting Services considering that they are service-oriented and make use of knowledge to deliver value (Shujahat et al., 2019; Nwagbala et al., 2023). One common problem in organizations is the difficulty in successfully implementing change initiatives and ensuring that these changes lead to improved performance. Many organizations face challenges related to resistance from employees, lack of alignment with strategic goals, and inadequate measurement of performance improvements resulting from change efforts (Cameron & Green, 2015, Ezeanokwasa, et al., 2023).

Given the supposed impact that succession planning could have on organizational performance, it is imperative to conduct holistic research to the subject matter using the Delta Broadcasting Service, Asaba in Delta State to drive our understanding and proffer solutions to how organizations can create structure and spot out capable successors and develop them ahead of trying times. The factors considered useful for this exercise are communication and transparency on the side of the independent variable – Employee morale and engagement on the side of the dependent variable – organizational performance.

Statement of the Problem

Succession Planning is a crucial component of Strategic Human Resource Management and by extension, an integral part of the entire corporate organizational plans. It helps ensure that a smooth transition of leadership and expertise is made possible, and not only that made sacrosanct. However, many organizations suffer from a lack of a structured and systematic approach to identifying and developing potential successors. This deficiency hampers the organization's ability to sustain growth and maintain continuity in leadership positions. By lacking a framework for recognizing promising talent, organizations may overlook individuals with the potential to take on significant responsibilities. Without a proactive approach to succession planning, organizations often find themselves scrambling to fill vacancies at a much higher cost than the budgeted cost. At the extreme, they are forced to appoint individuals with insufficient experience or readiness. As a result, the leadership vacuum can lead to a decline in organizational performance, and the lack of a smooth transition can hamper employees' morale and commitment to the organization. In addition, without a systematic development program in place, potential successors may not receive the necessary training, mentoring, and the needed exposure to critical real-life business challenges. This neglect compromises their ability to acquire the skills and knowledge needed to assume senior positions effectively. Consequently, the organization may face a talent gap when key individuals retire, resign, or are promoted, jeopardizing both its short and long-term stability and sustainability. Moreover, the

absence of a well-laid-down plan for succession planning can lead to high turnover rates among high-potential employees. This is because, when employees perceive a lack of opportunities for growth and advancement within the organization, they may seek employment elsewhere, depriving the company of valuable talent retention. In addition, the absence of a systematic approach can create a sense of uncertainty and lack of direction within the organization. Employees may question the fairness and transparency of the promotion process, leading to a decline in motivation and productivity. This lack of clarity also inhibits the transfer of knowledge and expertise from senior employees to potential successors, hindering the development of a strong pipeline of future leaders. More than 70% of organizations, businesses, government agencies, and not-for-profit organizations do not have an efficient structure and effective systematic approach to spot capable successors and develop them ahead of trying times.

Research Objective

The main objective is to determine relationships between succession planning and organizational performance in Delta Broadcasting Service, Asaba. Specifically,

- i. To examine the relationship between communication and transparency, and employee morale and engagement.

Research question

- i. What is the relationship between communication and transparency, and employee morale and engagement?

CONCEPTUAL CLARIFICATION

Successor planning

Successor planning, also known as succession planning, is a process of identifying the critical positions within an organization and developing action plans for individuals to assume those positions (University of Washington, 2024). Effective successor planning involves having a long-term vision of your company and may involve lateral moves, assignments to special projects, leadership within teams, and internal or external development opportunities (Lucid Software Inc., 2024). Having a successor planning is crucial in maintaining the organization's standards and ensuring a high level of performance (Indeed, 2023). It is a crucial exercise for organizations as it helps them identify and groom potential leaders who can effectively drive the organization's goals and objectives in the future. The process involves identifying critical roles and competencies required for future leadership positions. It is a step-by-step comprehensive guide to developing a strong talent pipeline. Unlocking the blueprint for talent success and building a future-ready workforce (Vaid, 2023). It provides organizations with several benefits ensures a smooth transition of leadership, minimizes disruptions during leadership changes, and maintains stability within the organization (Bhattacharya, 2023). This proactive approach to leadership development also helps organizations adapt to changing market conditions, ensure business agility, and make informed decisions promptly. Its role in enhancing organizational performance stems from critical concern at identifying talent in organizations and developing them far ahead to ensuring leadership continuity for effective communication and transparency that would sustain employee morale and engagement towards sustainable development.

Communication and transparency

Open and transparent communication is essential for successful succession planning (Prudence, 2023). It is as crucial as every other segment in strategic human resource management. They consider factors like the extent to which succession plans are communicated to employees, how transparent the decision-making process is, and the level of employee involvement and engagement in succession planning initiatives. They help foster trust and build strong relationships with stakeholders during the succession planning processes.

➤ **Communication Strategies for Succession Planning**

Succession planning is a vital process for any organization, but especially for small businesses that depend on the skills, knowledge, and relationships of their leaders (Kenton, 2022). How to communicate succession planning to employees and stakeholders requires skills and tact to ensure that the outcome is not counterproductive. The under-listed steps are some tips to help you share your vision and strategy for the future of your business (Kenton, 2022).

- a) **Identify your goals and audience:** Before you communicate your succession plan, you need to have a clear idea of what you want to reach. Your goals may include ensuring continuity, building trust, developing talent, or addressing gaps. Of course, your audiences usually include your employees, customers, suppliers, partners, investors, and other critical stakeholders.
- b) **Communicate early and often:** Late communication has the same effect as early communication because if your succession plan comes too early, it could cause disaffection amongst the ranks of the employees. Also, if it is too infrequent, the rumormongers can help you burst your ranks and make the exercise useless. The essence of timely and frequent communication is to build credibility, transparency, and engagement with stakeholders.
- c) **Highlight the benefits and opportunities:** Also important is the need to make known to stakeholders the benefits and opportunities inherent in the planned transition. This must be made clear and unambiguous to all concern in order to get their buy-in.
- d) **Address the challenges and concern:** It is not sufficient to communicate benefits and challenges without exposing the challenges and concerns that could likely come up both to the business itself and the entire stakeholders as time progresses.
- e) **Showcase your successors and mentors:** Also vital in communication during succession planning is the need to bring to bear the inherent capability of the successor and those that will mentor the successor. This creates confidence in the minds of stakeholders and elicits their confidants and supports.

Moreover, transparent succession plans reinforce company's message to employees that their skills and experience are valued. They create the trust and buy-in needed to help the company retain top performers and reduce turnover and recruitment costs. Having an open dialogue about development opportunities and career paths also ensures that leaders aren't unknowingly forcing top performers down paths they don't want to go (LaMarche, SPHR & Ruyle, 2015). The best succession plans fuel proactive development of leaders and create a distinct competitive advantage for their companies, according to a 2012 Aon Hewitt study. They are as transparent as possible and encourage clarity and

integrity, while minimizing politics. These components create a culture and atmosphere of trust and ongoing growth and development (LaMarche, SPHR & Kim. Ruyle, 2015).

Employee Morale and Engagement

Employee morale and engagement are the key indicators of a healthy and striving workplace, where employees feel valued, involved, and connected to their roles and the organization at large (Ryba,2023). It measures the impact of succession planning on employee morale and engagement. The majority of organizations lack the necessary abilities to motivate employees and subordinates to increase performance to meet organizational and individual goals. (Nwagbala et al., 2021). When employees are engaged, discretionary effort goes up. Employees want to go beyond the basic requirements of their job (Ryba, 2023). It considers factors such as the perception of fairness and transparency in the succession process, the extent to which employees feel valued and supported in their career development, and the level of trust and confidence in the organization's ability to cultivate and develop talent. When employees see that their organization invest growth and advancement, it has a positive impact on morale and engagement (Blais, 2023). Effective succession planning that creates clear career path and opportunity for serious minded employees to rise through the ranks within organization can motivate employees to perform at their best, ultimately contributing to company's long-term success (Blais,2023). It is crucial to understand the difference between employee morale and engagement. Employee morale refers to the overall attitude, satisfaction, and motivation levels of employees within an organization. Morale can be influenced by various factors such as job security, work-life balance, compensation, recognition, and opportunities for growth and development. On the other hand, employee engagement refers to the emotional commitment and involvement employees have towards their work and the organization. Engaged employees are willing to go above and beyond their job description, are passionate about their work, and have a strong sense of purpose and belonging.

Several studies have highlighted the significance of employee morale and engagement. A report by Gallup found that highly engaged teams are 21% more productive and have a 59% lower turnover rate compared to disengaged teams (Gallup, 2020). Another study conducted by Dale Carnegie Training showed that companies with engaged employees outperform those without by 202% (Dale Carnegie Training, 2019). These statistics clearly demonstrate the strong correlation between employee morale, engagement, and organizational success. To improve employee morale and engagement, organizations can implement various strategies and interventions. One effective approach is to prioritize employee well-being. Providing a positive work environment, promoting work-life balance, and offering competitive compensation and benefits can significantly boost morale and engagement. For example, Google is well-known for its employee-friendly policies, including flexible work hours, on-site gyms, and generous parental leave, which contribute to high levels of employee satisfaction and engagement (Google, 2021). Recognition and rewards programs are also effective tools for enhancing employee morale and engagement. A study on Reward systems and performance within Malaysian manufacturing companies, the result shows that reward systems implemented by organizations will influence employee's behaviour and attitude toward their job if the rewards satisfy their needs and personal goals(Ong&Boon,2012;Nwagbala,2017).Employee commitment, or lack thereof, influences worker behaviour in ways that might affect production and consequently organizational performance, which in turn affects workers' productivity (Orji & Nwagbala, 2019). A study by the Society for Human Resource Management showed that 87% of companies with recognition programs reported improved employee satisfaction and engagement (SHRM,2021). Implementing these programs can range from simple initiatives like monthly or

quarterly awards for outstanding performance to more comprehensive programs that provide regular feedback and recognition for achievements.

Moreover, opportunities for growth and development are vital for employee morale and engagement. Providing learning and development programs, career advancement opportunities, and mentoring or coaching support can create a sense of purpose and investment in employees' professional growth. For instance, tech companies like Microsoft and Salesforce invest heavily in employee training and development programs, which contribute to high levels of employee engagement and retention (Microsoft, 2021; Salesforce, 2021).

Empirical Reviews

Agbionu et al., (2023), conducted a study on the relationship between culture and succession management in Anambra State's Family-Owned Businesses (FOBs). The study used a population of 2370 FOBs in three areas of the state and a survey research approach. The sample size of 330 was determined using the formula developed by Krejcie and Morgan, 1970. Descriptive and inferential statistics were employed for data analysis at 5% level of significance; hypotheses were tested using simple linear regression. The findings revealed a statistically significant relationship between inheritance culture and coaching in family-owned businesses in Anambra State ($R = .954$; $R^2 = .910$; F Statistics = 2996.475; P -value .05) but no statistically significant succession plans in family-owned businesses in Anambra State ($\chi^2 = 162.709$; $DF = 16$, $\Phi = .130$; P -value $> .05$). Thus, it was concluded that culture and succession planning among FOBs in the state of Anambra has a statistically significant association. It was also suggested that the government and other agencies educate the populace extensively about formal succession because doing so will help them understand it and put it into practice, preventing FOBs from passing away with their owners.

Nnaeto, Madu and Ndoh (2022) examined the effect of SM on sustainability of micro-organizations with a focus on the challenges in the South East. The survey method was adopted. The population of the study was infinite. However, purposive random sampling was adopted to select 50 micro-organizations. Sources of data were primary and secondary sources. A structured questionnaire was the major research instrument. Simple regression analysis with the aid of Statistical Package for Social Sciences (SPSS) was adopted. The findings showed inter alia that; the sustainability of micro-organizations significantly depends on SM, usually achieved through training and retention of existing employees in an organization. There is high optimism among the organizations sampled in the Southeast that adequate planning and execution of SM will ensure the productive longevity of many organizations in the geopolitical zone.

Okoh, Worlu, Oyewunmi and Falola (2021) investigated the moderating effect of succession planning on inheritance culture and business survival of selected family-owned schools in South-West, Nigeria. The study adopted a survey design method, and it was descriptive. A quantitative approach of data collection was also adopted for this study and 357 out of 500 copies of the questionnaire, representing a 71.4% response rate, were analyzed using Smart PLS 3.0. The study revealed that succession planning moderates the relationship between inheritance culture and family business survival. Specifically, the findings indicated that competence identification contributed more to succession planning that fosters the relationship between inheritance culture and family business survival.

Asikhia, Oduyoye and Bienose (2021) In Lagos State, Nigeria, looked at the impact of management succession planning on family company continuity. The study took the form of a survey research design. There were 8712 registered family companies in Lagos State when this survey was

conducted. The study used a basic random sampling approach to select a sample size of 477 people using the Cochran formula sample size determination algorithm. Descriptive and inferential statistics were used to examine the data. The findings revealed that management style had no significant effect on family business survival in Lagos State, Nigeria, that organizational structure had a significant impact on business growth, that organizational culture had a significant impact on business performance, and that the managerial transition process had a significant impact on sales growth.

Orji and Nwagbala (2019) conducted a study on the effect of Training and Motivation on workers' performance in the banking industry with Guaranty Trust Bank Plc as the case study. This study focuses on the potency of training and motivation in improving the productivity of workers as well as the bank's performance. Survey method of data collection was used in the course of the research. Analysis of the data, which were collected from the questionnaire, was done using the simple percentage method, chi-square, and goodness of fit. The results of the analyses revealed that training and motivation of workers enhance their productivity and performance on the job. It was found that there is no correlation between the level of commitment of workers and their understanding of organizational goals. It was also revealed that the level of satisfaction of workers on the job determines their productivity. Some of the recommendations made in this study are that: Guaranty Trust Bank should intensify its training and development program for its staff; the management needs to overhaul the human resource management to include better manpower planning, career and succession planning, and personnel counseling; the bank should endeavor to encourage its staff for personal educational advancement and also allow them enough time to go for training.

MATERIALS AND METHODS

Descriptive survey design was adopted in this study. The study comprised of five (5) units in the Delta Broadcasting Service, Asaba. They include administration, program, office of the GM, accounts and finance, and engineering. Ninety (90) staff out of the one hundred and sixty (160) were selected which is 56% of the total population in the unit. The hypothesis as earlier stated which also formed the research questions and subsequently the questionnaire was subjected to Z test (Chi-Square) in order to obtain their standardized value using simple mean ().

$$\mu = \pm Z(x) = \frac{\sum x}{n}$$

Where $\pm Z$

are the critical values of (i.e. ± 1.96)?

The level of significance or probability that the statistical mean would be outside the confidence interval is 5% i.e. 0.05, while 95% is the chance of being correct. It should be stated too that normal standard distribution table gives the critical values using a 5% level of significance as ± 1.96 . Based on this fact, for null hypothesis (H_0) to be accepted, the calculated values of Z should be within the range of ± 1.96 . That is what was adopted in this research. Signifying that once the null hypothesis is accepted, except, otherwise.

Decision rule: accept hypothesis where Z fall within the acceptance region.

Testing of Hypothesis

i. H_0 = There is significant relationship between communication and transparency, and employee morale and engagement.

$$X = \frac{365}{85} = 4.27$$

Having X as 4.27; n as 85, $SE = \sigma = 0.0946869$
Therefore, $\mu = x \pm 1.96 (SE)$. $SE = 0.9$
 $\mu = 4.27 + 1.96$ or $4.27 - 1.96 = (0.0947)$

$\mu = 4.4556$ or 4.08439

Taking the range of upper limit; $Z = x - \mu \frac{4.09 - 3.74896}{SE} = -1.96$ and lower limit $+1.96$

From the above statistical analysis, it could be seen that the values of the statistical score (Z) both fall within the acceptance region (i.e. -1.96 to $+1.96$). Signifying that the analysis validated the hypothesis. There is significant relationship between communication and transparency, and employee morale and engagement.

FINDINGS

As objective, this research targeted knowing the relationships between succession planning and organizational performance. The study was conducted on Delta Broadcasting Service, Asaba, in Delta State. After decomposing the independent variable communication and transparency, and employee morale and engagement. Analyses were made of the products of both variables and their result revealed that; there is significant relationship between communication and transparency, and employee morale and engagement". This hypothesis testing also came out positive with a $Z = x - \mu \frac{4.09 - 3.74896}{SE} = -1.96$ and lower limit $+1.96$ signifying a significant correlation between communication and transparency.

Recommendations

Considering the weight of findings as recovered through questionnaire, and the dare need to make the Delta Broadcasting Service respond to the need for clear-cut performance and effective service delivery as an economic institution, the following recommendations are made: Establish proper channel of communication both for lateral and vertical information stating performance expectation, skill requirements, identified successors, and positive strategies to give everyone opportunities across the length and breadth of organizations.

REFERENCES

- Agbionu, U. C., Aziwe, I. N., Nwagbala, C. S., & Ezeanokwasa, N. F. (2023). The Place of Culture in Succession Management of Family-Owned Businesses. *Journal of Good Governance and Sustainable Development in Africa (JGGSDA)*, 7(6), 8–20. [https://doi.org/ISSN: 2346-724X \(P\) 2354-158X \(E\)](https://doi.org/ISSN: 2346-724X (P) 2354-158X (E)).
- Asikhia, O. U., Oduyoye, O., & Bienose, V. C. (2021). Management Succession Planning and Family Business Continuity in Lagos State, Nigeria. *Journal of Business and Management (IOSRJBM)*, 23(3), 1-15.
- Bailey, C. D., Mischel, L. A., & Cleland, E. L. (2015). Succession planning as a competitive advantage in attracting and retaining talent for industrial and organizational psychologists. *Industrial and Organizational Psychology*, 8(04), 667-673.
- Blais J. (2023). Succession Planning: The Key to Long Term Success and Employee Engagement. Retrieved from <https://www.linkedin.com/pulse/succession-planning-key-long-term-success-employee-engagement-blais-ji1fc>.
- Bhattacharya, G. (2023). Retrieved from <https://www.linkedin.com/pulse/importance-succession-planning-gargi-bhattacharya>

- Cho, Y., Seo, M., & Park, Y. (2018). Antecedents and outcomes of the formal succession planning in small and medium-sized family businesses: The moderating effects of organizational innovation. *Journal of Small Business Management*, 56(S1), 5-26.
- Dale Carnegie Training. (2019). The Key to Employee Engagement is Your Managers. Retrieved from <https://www.dalecarnegie.ca/resources/the-key-to-employee-engagement-is-your-managers/>
- Ezeanokwasa, F. N., Nwagbala, S. C., & Nwachukwu, R. (2023). Assessing Change Management and Performance of Selected Banks in. *International Journal On Economics, Finance And Sustainable Development*, 5(9), 109–120. <https://doi.org/E-ISSN: 2620-6269>.
- Gallup. (2020). Employee Engagement on the Rise in the U.S. Retrieved from <https://www.gallup.com/workplace/313603/employee-engagement-rise.aspx>
- Google. (2021). Life at Google. Retrieved from <https://careers.google.com/locations/>
- Indeed, E. (2023). Importance of succession planning Retrieved from <https://ca.indeed.com/career-advice/career-development/importance-of-succession-planning>.
- Kenton, W., (2022). Succession Planning Basics: How It Works, Why It's Important. Retrieved from <https://www.investopedia.com/terms/s/succession-planning.asp>
- LaMarche, M., SPHR and Ruyle E. K., (2015). Point-Counterpoint: Should You Tell Employees They're Part of a Succession Plan? Retrieved from <https://www.shrm.org/in/topics-tools/news/hr-magazine/point-counterpoint-tell-employees-theyre-part-succession-plan>
- Lucid software Inc. (2024). Retrieved from <https://www.lucidchart.com/blog/what-is-succession-planning>.
- Mahmood, R., & Ansar, M. (2019). Antecedents and outcomes of innovation in small and medium-sized enterprises: Role of leadership continuity. *Creativity and Innovation Management*, 28(1),
- Microsoft. (2021). Training and Development. Retrieved from <https://news.microsoft.com/en-ca/2021/02/22/marnie-talkington-on-training-development/>
- Nnaeto, J. O., Madu, I. L., & Ndoh, J. A. (2022). Succession Management and Sustainability of Micro Organizations: South East Conundrum. *Global Journal of Human Resource Management*, 10(6), 49-62.
- Nwagbala, S. C., Ifureze, P. C., & Stephen, A. (2021). An Assessment on Leadership Styles and Employee Performance in Stanel World, Awka, Anambra State. *International Journal of Business and Management Research*, 4, 1–17.
- Nwagbala, S. C. (2017). Effects of Employee Reward and Performance in Selected Small Scale Industries in Anambra State, Nigeria. *Electronic Journal [Online] Available: Http://KcKcc.Edu/KcKcc-e-Journal. Kansas City Kansas*, 7(1), 1–14. <http://kcgcc.edu/KcKcc-e-journal>.
- Nwagbala, S. C., Ezeanokwasa, F. N., & Aziwe, N. I. (2023). Effect Of Knowledge Management On Employee Performance In First Bank Plc , Awka , Anambra State. *Journal of the Management Sciences, Nnamdi Azikiwe University, Awka.*, 60(1), 186–199.
- Orji, O. U., & Nwagbala, S. C. (2019). Effect of Training and Motivation on Workers “ Performance in the Banking Industry : A Case Study of Guaranty Trust Bank PLC. *International Network Organization for Scientific Research(INOSR) Arts And Management.*, 5(1), 67–81. <https://doi.org/ISSN: 2705-1668>.
- Okoh, E. E., Worlu, R. E., Oyewunmi, O. A., & Falola, H. O. (2021). The moderating effect of succession planning on inheritance culture and business survival of selected family-owned schools in South-West, Nigeria. *Academy of Entrepreneurship Journal (AEJ)*, 27(4), 1-17.

- Prudence, P., (2023). Why all leaders need to have a succession plan. Retrieved from <https://www.linkedin.com/pulse/why-all-leaders-need-have-succession-plan-pitter-mba-gphr-sphr>
- Ryba, K., (2023). What is employee engagement? What, why, and how to improve it. Retrieved from [https://www.quantumworkplace.com/future-of-work/what-is-employee-engagemen t-definition](https://www.quantumworkplace.com/future-of-work/what-is-employee-engagemen-t-definition)
- Salesforce (2021). Top 10 Reasons to Work at Salesforce. Retrieved from <https://www.salesforce.com/company/careers/why-salesforce/>
- Society for Human Resource Management. (2021). Employee Recognition Survey Report. Retrieved from <https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/documents/2021-employee-recognition-report.pdf>
- University of Washington, (2024). Succession planning. Retrieved from <https://www.quantumworkplace.com/future-of-work/the-importance-of-succession-planning>
- Vaid, T., (2023) Building Future-Ready Workplaces: Unveiling the Role of HR in Shaping Tomorrow's Success. Retrieved from <https://www.linkedin.com/pulse/building-future-ready-workplaces-unveiling-role-hr-shaping-tanuj-vaid>
- Zhou, J., & Zhang, Y. (2019). Succession planning and firm operating performance. *Academy of Strategic Management Journal*, 18(4), 1-8.