

Management Succession Planning and Corporate Survival of Commercial Banks in Kogi State

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Abstract

This study examines Management Succession Planning and Corporate Survival of Commercial Banks in Kogi state. The objective of the research is to specifically examine the extent to which succession planning enhances corporate survival of commercial banks in Kogi State. The study specifically, examines the relationship between mentoring and dynamic capability, talent management and adaptivity of Commercial banks in Kogi State. The population of the study is 1024 which cut across four commercial banks in Kogi state. However, considering the large size of the population the study adopted the Godden sample size statistical formula to reach respondents numbering 246 through a structured questionnaire but only 226 respondents completed and returned their questionnaire given 92 % retrieval rate. Pilot study was conducted using a test re-test method and tested using Cronbach alpha to establish the reliability of the instrument. The data were analyzed using a five point's likert scale and hypotheses were tested using linear regression analysis. The findings revealed that there is a significant positive relationship between mentoring and dynamic capability, talent management and adaptivity. The study therefore recommends that commercial banks in Kogi state should not only sustain its succession planning strategies but should carryout periodic review in order to give them competitive edge to strive for reasonable length of time. More so, mentoring as an effective talent management technique should be integrated and internalized within the banks so that the banks could be able to strive and remain afloat for the future thus meeting their immediate and strategic objectives.

Keywords: Succession, Planning, Survival, Banks

Introduction

Businesses across the globe are established with the view of ensuring that it exists perpetually. This is most common with incorporated business which is largely characterized with perpetual existence (Akani, 2015). Therefore, apart from the focus of pursuing immediate and strategic objectives of growth, profitability and survival it is fundamental to ensure that the activities of business are enshrined in meeting continuity (Francis et al., 2021). Towards this end, business succession becomes imperative that it, succession planning which is the conscious and systematic effort by business managers of ensuring that such business survives beyond the immediate by strategically carrying out managerial practices of effectively managing its workforce to accomplish its objective. Though, Sajeli *et al.* (2021) and Aithal (2016) viewed business succession as a systematic adjustment in management of workforce and business activities within an organization which provides opportunity for replacement and placement of managers it is also important to note that succession planning also covers business stability as well as integration of tenure of personnel to ensure that there is not only job security but also institutionalized career progression of workforce to ensure that such business survives for a reasonable length of time.

Furthermore, for business succession to be viable and sustainable there should not be only efforts towards employee retention but adequate mentoring and talent retention should be pursued. Again, business succession planning also consciously anticipates changes and prepares its workspace through mentoring and talent management with the view to meeting its futuristic corporate survival

through possession of dynamic capability and adaptive capability. That is why Iwu (2020) argued that business succession planning combines strategies towards management of its workforce through mentoring and talent management as well as pursuance of leadership continuity through purposeful and systematic efforts not only to anticipate future needs and challenges but to also sustain it. The banking industry in Nigeria has in recent time undergone series of reforms even after the 2004 bank consolidation.

Akani *et al* (2012), noted that such is targeted at meeting up with the perpetual challenges of global dynamics, increased customers preferences and advancement in technology. Therefore, pursuing its objectives with the target of achieving high returns, growth and survival without not only focusing on retaining a motivated workforce but talented personnel that would last beyond the immediate. Thus, management succession especially in the commercial banks entails employees mentoring as well as talent management towards corporate survival through dynamic capability and adaptively. However, it is still unclear the extent in which commercial banks in Kogi state have utilized this approach in pursuing its survival hence, this research examines management succession planning and corporate survival of commercial banks in Kogi state.

Statement of the Problem

Though, human resources play critical role to the corporate survival of both business and non-profit making firms. The degree and level of the role the workforce play differs in magnitude (Akani, 2015 & Kiwa *et al*, 2019). This implies that management staff is strategic to the survival of organizations considering the fact that they do steers the affairs of the firms. Therefore, the role of leadership on the corporate survival of firm's especially commercial banks cannot be over emphasized. Hence, corporate survival of commercial banks largely depends on succession planning of its workforce especially as it relates to mentoring and talent management. There has been series of reforms in the banking sector, such, as the bank consolidation, corporate governance principles, etc. but it is still uncertain about the conscious efforts carried out by commercial banks in Nigeria to ensure that its corporate survival is pursued. To this end, this research examines succession planning and corporate survival of commercial banks in Kogi state.

Objectives of the Study

This research is carried out to examine how Management Succession Planning influences Corporate Survival of Commercial Banks in Kogi State. However, this study is set to accomplish the following specific objectives;

1. To evaluate the relationship between Mentoring and Dynamic Capability of Commercial Banks in Kogi State.
2. To examine the relationship between Talent Management and adaptivity of Commercial Banks in Kogi State.

Research Questions

This study is guided by the following research questions:

1. What is the relationship between Mentoring and Dynamic Capability of Commercial Banks in Kogi State ?
2. What is the relationship between Talent Management and adaptivity of Commercial Banks in Kogi State?

Statement of Hypotheses

Based on the research objectives and research questions this study formulates two hypotheses which are in their null form.

H₁: There is no significant positive relationship between Mentoring and Dynamic Capability of Commercial Banks in Kogi State.

H₂: There is no significant positive relationship between Talent Management and adaptivity of Commercial Banks in Kogi State.

Literature Review

Succession planning is seen as a purposeful and deliberate move carried out by a firm to ensure leadership continuity, attract and retain intellectual capability for the future (Akani, 2015). Succession planning as noted by Patricia (2017) and Will (2020) is defined as the strategy applied by a firm to ensure the conveyance of managerial role from one generation to the other. Therefore, succession planning enables firms to identify replacing the existing ones at the time of their departure either through retirement, death or permanent disability. This implies that succession planning is an instrument that guarantees firms survival. Succession planning is also seen as a conscious effort carried out by individuals in an organization to scan and passes the leadership responsibility from one generation to another. This means that succession planning is largely concerned with passage of the firms' culture from one generation to another.

Again, Shakeel and But (2015) argued that succession planning is a deliberate and conscious effort carried out by firm to ensure the continuity of it leadership to retain its intellectual capital towards meeting its immediate and strategic objectives. Therefore, succession planning is a systematic process of identifying and preparing suitable high potentials of workforce to replace the leaders at the point of departure. Again, succession planning is seen as a systematic process of transmitting leadership and power from one generation of leadership to another (Gilding *et al* 2015). Succession planning is viewed from this study using mentoring and talent management. Mentoring according to Festus *et al* (2018) is seen as the process of utilizing specially trained and selected persons to provide guidance, continuous support and pragmatic advice. Therefore, mentors are meant to aid their mentees with coaching in certain skills, giving advice in drawing up personal development programmes, help in tracking project through putting the trainees in the right directions, guidance on how to acquire the necessary skills and knowledge to carry out new tasks. This implies that mentoring increases employees' competencies, achievement as well as understanding.

Talent management is also seen as the human resources activities of identifying utilizing and retaining workforce with the view to meeting the firms' immediate and strategic objectives. Cole and Harbour (2015) argued that talent is an indispensable resource which can be nurtured, developed and retained for enterprise fortunes hence, it is fundamental to ensure that talent is properly managed to pursue enterprise goal.

Therefore, for firms to accomplish its objectives there is need for proper utilization of its talent. Corporate survival is seen as the state of meeting firms' immediate and strategic objectives. Hence, organizational survival is the continuous existence of firms especially in difficult circumstances. Thus, the survival of firms largely depends on its dynamic and adaptive capability strategies. Dynamic capability is seen as firm capacity to change or reconfigure existing resources in a manner to strive competitively. To this end, dynamic capability enables the firm to integrate, redeploy its substantive capability to meets its goal (Festus *et al.*, 2018).

Adaptive capability on the other hand refers to the ability of individuals or firms to maintain and attitude towards new circumstances as they occur. Fakeye (2013) noted that adaptive capability means the engagement and involvement of organizational staff to ensure that they are resilience through accountability and responsibility. Adaptability enables firms to be resilience and exhibit doggedness in the pursuance of its immediate and strategic objectives.

Significance of succession planning

Succession planning play a significant role to the survival of organizations particular commercial banks in Nigeria. Some of the importance include the following:

- i. It helps to identify and groom successors to replace the leadership
- ii. It helps in improving employees' commitment and survival
- iii. Career advancement is guaranteed in an organization though succession planning.
- iv. The establishment and development of training schedule is guaranteed
- v. It facilitates the building of data base which can be adopted in making better staffing decisions
- vi. Engagement of leadership in supporting the development of high potential leaders is facilitated
- vii. Formation of platform for communicating employee's career paths to each individual employee
- viii. Succession planning also guarantees a successful employee motivation since the mechanism of succession planning encourage internal career growth and advancement.

Empirical Review

Osibanjo *et al* (2011) conducted research on succession planning and organization survival: empirical study on Nigeria private tertiary institutions. The study examined how succession planning enhances organization survival. The study adopted a descriptive research survey method and reached respondents who are staff of private tertiary institutions. The result revealed that talent retention, organizational conflict and nepotism significantly correlate with firms' survival.

Akani (2015) conducted research on management succession planning and corporate survival in Nigeria: A study of Banks in Port Harcourt. The research adopted a descriptive research survey design and reached respondents through a structured questionnaire. The data was analyzed using spearman rank order correlation and multiple regressions. The study revealed that management succession planning enhances corporate survival in Nigeria.

Festus, Ugo and Idongesit (2018) conducted a study on succession planning and organizational survival: Evidence from National Business and Technical Examination Board, Benin City, Nigeria. The study applied a sample size of two hundred and two (202) randomly selected through a semi-structured questionnaire. The data was analyzed with the aid of statistical packages for social science (SPSS) and findings revealed that there is a strong positive effect of predictor on the response variables. Again, Kiwia, Kenneth and Daniel conducted a research in (2019) titled: Succession Planning and Performance of Family owned small and medium enterprises in Arusha city, Tanzania. The research examined how succession planning enhances performance of family owned small and medium enterprises. The study adopted a cross-sectional research design and probability sampling techniques was used. Findings revealed that succession planning enhances performance of small and medium scale enterprises in Tanzania.

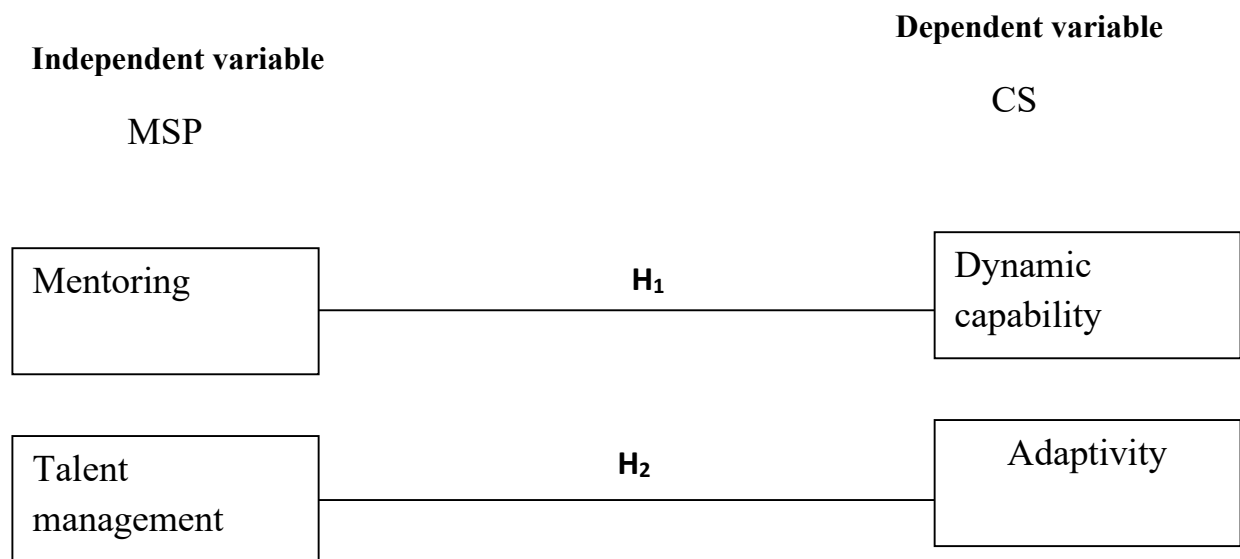
Iwu carried out a research in (2020) titled: Succession Planning and Asset Optimization of manufacturing firms in south east Nigeria. The study examined the relationship between building competencies and quality delivery of services of manufacturing firms in south-East, Nigeria. The study was descriptive with a total population of 3812 but reached a sample of 349 through a stratified sampling method. Data were analyzed using Pearson correlation coefficient and findings revealed that building competencies and quality delivery services are significantly related.

Francis *et al* (2021) conducted a research on the impact of Succession Management on small and medium Enterprises sustainability in Lagos state Nigeria. The study adopted a descriptive survey research technique and analyzed data using a Pearson product moment correlation coefficient and

the study revealed that succession management has significant enterprise sustainability. Richard and Karibo conducted a study in (2021) on Management Succession and Corporate Survival of Multinational Oil and Gas producing companies in Nigeria. The research examined the effect of management succession on corporate survival. The study adopted a cross-sectional design and reached respondents through a structured questionnaire. The research analyzed data using rank order correlation coefficients and findings revealed that management succession enhance corporate performance of multinational oil companies in Nigeria.

Finally, Salau (2022) examined Succession Planning as a Panacea to SMEs, Becoming A Generational Enterprise in Nigeria: The moderating role of Organizational Culture. The study examined the relationship between succession planning and performance of SMEs. The research adopted descriptive research survey design and reached respondents numbering 185 through a structured questionnaire. Data were analyzed using both descriptive and inferential statistics and findings revealed that there is a significant positive relationship between succession planning and enterprise performance.

Fig 1: Conceptual model



Source: Researchers compilation, 2022

The model as shown in figure 1 illustrates the research model showing the independent variable as management succession planning and proxies with mentoring and talent management. The dependent variable is corporate survival and proxies with dynamic capability and adaptivity. The model describes the relationship between the proxies of each independent and dependent variable. Thus showing the relationship between mentoring and dynamic capability as well as talent management and adaptivity.

Theoretical framework

This study utilizes the Resources based View (RBV) which emphasizes that firm competitive advantage can be aggressively pursued and accomplished when scarce, rare and heterogeneous resources are possessed. Hence, Barney (1991) argued that for firms to have competitive edge above their counterparts they must be in possession of resources that are not commonly transferable or needs an extensive learning curve by other firms to adopt and apply such resources. This research on Management Succession Planning and Corporate Survival of Commercial Banks in Kogi State is being anchored on the Resources Based View (RBV) because of its relevance to this research and its practical application.

Summary of Literature / Gap

Several researches have been conducted on Management Succession Planning and Corporate Survival Festus et al (2018), Kiwia et al (2019) and Iwu (2020) but there is a dearth of literature on a study that examine the relationship between Management Succession Planning and Corporate Survival decomposing the variable specifically with mentoring, talent management, dynamic capability and adaptivity in the selected firms hence, this study fills the research gap.

Research Methodology

The research adopted a descriptive research design. This research method is a research survey design involving studying the respondents with the view to collecting responses with the aim of making empirical statistical analysis. Therefore, this research which examines Management Succession Planning and Corporate Survival involved collecting data through primary sources. The primary data obtained were through a structured questionnaire while the data were subjected to descriptive and inferential analysis. The population of this study comprised the employees in the selected Commercial banks in Kogi state such as First bank plc, united bank of Africa plc, Zenith bank plc and Fidelity bank. However, considering the fact that the population for this study may not be manageable effectively, it becomes impossible to study the entire population. Therefore, the research adopted Godden’ statistical formula.

The Godden (2004) sample size determination statistical technique is appropriate for determination of sample size with a finite population less than 50,000

The Godden (2004) formular denoted as.:

$$SS = \frac{Z^2 (P) (1 - P)}{C^2} \quad \text{-- equ (1)}$$

$$\text{New SS} = \frac{SS}{1 + \frac{SS-1}{\text{Population}}} \quad \text{equ (2)}$$

Where SS = Sample size

Z = Confidence level 95 %

P = Percentage of population (70%)

C= Confidence interval = 5 % (0.05)

$$SS = \frac{1.96^2 (0.7) (1 - 0.7)}{0.05^2} \quad \text{equ (1)}$$

$$SS = \frac{3.8416 (0.7) (1 - 0.7)}{0.0025}$$

$$SS = \frac{0.806736}{0.0025}$$

$$SS = 322$$

Population = 1024

$$\text{New SS} = \frac{322}{1 + \frac{(322 - 1)}{1024}}$$

$$= \frac{322}{1 + 0.32}$$

$$SS = \frac{322}{1.31}$$

$$\text{New SS} = 246$$

Therefore, the sample size = 246

However, out of the total 246 questionnaire distributed only 226 were duly completed and returned giving a retrieval rate of 92%.

Reliability of the Instrument

Reliability statistics was conducted to determine the internal consistency of the instrument. To test the reliability of the instrument, the study carried out a pilot study by distributing questionnaires numbering twenty (25) to the target respondents through the help of two research assistants; the Cronbach Alpha coefficient measure of internal consistency was adopted. The reliability of the instrument using Cronbach alpha reliability test with the Statistical Package for Social Sciences (SPSS) which yielded the result of 0.76 for Management succession planning and 0.85 for corporate

survival which is deemed reliable, the results of the reliability statistics conducted is shown in table 1.

Table 1. Reliability Test Results

Decomposed variables	Number of items	Cronbach Alpha
Organizational flexibility	6	0.76
Competitive Advantage	6	0.85

Source: SPSS statistical analysis version 22.

Method of Data Analysis

The data is collected with use of structured questionnaire. The questionnaire was divided into two parts while part A sought for the opinion of the respondents on Management succession planning as indices of the independent variable part B sought for the opinion of the respondents as regard to corporate survival as indices of dependent variable. The questionnaire adopted a five point response scale of Strongly Agreed (SA) 5, Agreed (A) 4, Undecided (U) 3, Disagreed (DA) 2 and Strongly Disagreed (SD) 1. The interpretation of each item on the questionnaire was determined based on the mean and standard deviation and the decision benchmark is shown in table 2.

Table 2. Decision criteria for the mean

Responses	Rating Scale	Real Limits of Numbers
Strongly Agreed	5	4.50 – 5.00
Agreed	4	3.50 – 4.49
Undecided	3	2.50 – 3.49
Disagreed	2	1.50 – 2.49
Strongly Disagreed	1	1.00 – 1.49

Any item with a mean score within the range of 4.50 - 5.00 suggests Strongly Agreed; any item with a mean score within the range of 3.50 - 4.49 indicates Agreed; any item with a mean score within the range of 2.50 - 3.49 Undecided; any item with a mean score within the range of 1.50 - 2.49 Disagreed; and any item with a mean score ranging from 1.00-1.49 suggests Strongly Disagreed. The hypotheses were also tested in other to make valid inference for this study. Thus, the hypotheses earlier formulated were tested using simple linear regression with the aid of Statistical Package for Social Sciences SPSS.

Data Analysis and Results

Table 3 Management Succession Planning

S/N	Items	Mean	SD	Decision
	Mentoring			
1.	There is employee guidance	4.14	0.42	Agreed
2.	Programme advice is common	4.51	1.23	Strongly agreed
3.	There are platforms for an interactive session	2.54	1.26	Disagreed
	Talent management			
4.	The banks are concerned about talent identification	4.54	0.52	Strongly agreed
5.	There are conscious effort towards talent retention	4.23	0.43	Agreed
6.	The banks are concerned about talent utilization	3.14	1.22	Disagreed
	Grand Mean	3.85		Agreed

Source: Field Research (2022)

Table 3 show the responses in respect of management succession planning of commercial banks in Kogi State. The table revealed that item 2 and 4 strongly agreed, items 1 and 5 agreed while items 3 and 6 disagreed. The grand mean is 3.85 which imply that most of the respondents agreed.

Table 4. Corporate survival

S/N	Items	Mean	SD	Decision
	Dynamic capability			
7.	I am self employed through participating in entrepreneurship	4.59	1.42	Strongly agreed
8.	I am encouraged in entrepreneurship through entrepreneurial pedagogy	4.43	1.36	Agreed
9.	There is proper integration of entrepreneurial culture	3.38	1.14	Disagreed
	Adaptivity			
10.	There is cooperative education and mobilization	4.56	1.17	Strongly agreed
11.	Cooperative funding facilitates my entrepreneurial activities	4.54	1.31	Strongly agreed
12.	There is adequate cooperative marketing to promote my entrepreneurial venture	4.47	1.31	Agreed
	Grand Mean	4.33		

Source: Field Research (2022)

Table 4. shows the responses in respect of the corporate survival of commercial banks in Kogi State. The table revealed that item 7, 10 and 11 strongly agreed, items 8 and 12 agreed while items 9 disagreed. The grand mean is 4.33 which imply that most of the respondents agreed.

Test of Hypotheses

The data that was collected for this study were analyzed using statistical package for social Sciences (SPSS). Regression analysis is used to test the hypotheses formulated by the researcher

Hypothesis 1

H₁: There is no significant positive relationship between Mentoring and dynamic capability of Commercial banks in Kogi state.

Table 5 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.854 ^a	.736	.729	.21612	1.114

a. Predictors: (Constant), mentoring

b. Dependent Variable: dynamic capability

a. The model summary table reports the strength of relationship between the independent and dependent variables. The result of R stood at 0.854 indicating a strong relationship between the dependent variable dynamic capability and the explanatory variable dynamic capability. The coefficient of multiple determinations R² measures the percentage of the total change in the dependent variable that can be explained by the independent or explanatory variable. The result indicates a R² of 0.729 showing that 73 percent of the variances in mentoring is explained by dynamic capability while the remaining 17 percent (i.e. 100 – 73) of the variations could be explained by other variables not considered in this model.

The adjusted R-square compensates for the model complexity to provide a fairer comparison of model performance. The result is supported by the value of the adjusted R which is to the tune of 73 percent showing that if the entire population is used, the result will deviate by 11.8 percent (i.e. 85.4 – 73.6), with the linear regression model, the error of the estimate is considerably low at 0.21612. The result of Durbin Watson test shows 1.114 therefore it shows that there is no auto correlation.

Table 6. ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	82.323	1	82.323	2243.12	.000 ^b
	Residual	11.337	224	.142		
	Total	93.66	225			

- a. Dependent Variable: dynamic capability
 b. predictors: (constant), mentoring

The ANOVA table confirms the results of model summary, analysis of the result revealed that F = 2243.12 which is significant at (0.000) < 0.05. Hence, since the P-value < 0.05 (critical value), the null hypothesis that there is no relationship between mentoring and youth dynamic capability is rejected.

Table 7 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.352	.031		11.125	.000
	Mentoring	.225	.014	.327	19.228	.000

- a. Dependent Variable: dynamic capability

The coefficient provides information on how the explanatory variable (the estimated coefficient or beta) influences the dependent variable. The result shows that the regression constant is 0.352 giving a predictive value of the dependent variable when all other variables are zero. The coefficient of mentoring is 0.225 with p-value of 0.000 less than (0.05%) critical value. Therefore, it can be concluded that the null hypothesis that there is no relationship between mentoring and dynamic capability is rejected.

Hypothesis 2

H₂: There is no significant positive relationship between talent management and adaptivity of commercial in Kogi state.

Table 7 Model Summary^b

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.874 ^a	.764	.763		.33213	1.221

- a. Predictors: (constant), talent management
 b. Dependent variable: adaptivity

The model summary table reports the strength of relationship between the independent and dependent variable. The result of R stood at 0.874 indicating a strong relationship between the dependent

variable talent management and the explanatory variable adaptivity. The coefficient of multiple determinations R^2 measures the percentage of the total change in the dependent variable that can be explained by the independent or explanatory variable. The result indicates a R^2 of .764 showing that 76 percent of the variances in talent management is explained by adaptivity while the remaining 14 percent (i.e. $100 - 76$) of the variations could be explained by other variables not considered in this model. The adjusted R-square compensates for the model complexity to provide a fairer comparison of model performance. The result is supported by the value of the adjusted R which is to the tune of 76 percent showing that if the entire population is used, the result will deviate by 11 percent (i.e. $87.4 - 76.4$). With the linear regression model, the error of the estimate is considerably low at 0.33213. The result of Durbin Watson test shows 1.221 therefore it shows that there is no auto correlation.

Table 8 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	96.321	1	96.321	117.126	.000 ^b
	Residual	11.15	224	.221		
	Total	107.471	225			

a. Dependent variable: adaptivity

b. Predictors: (constant), talent management

The ANOVA table confirms the results of model summary, analysis of the result revealed that $F = 117.126$ which is significant at $(0.000) < 0.05$. Hence, since the P-value < 0.05 (critical value), the null hypothesis that there is no relationship between talent management and youth adaptivity is rejected.

Table 9 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.124	.043		1.124	.000
Talent management	1.11	.024	.421	18.128	.000

a. Dependent Variable: adaptivity

The coefficient provides information on how the explanatory variable (the estimated coefficient or beta) influences the dependent variable. The result shows that the regression constant is 0.124 giving a predictive value of the dependent variable when all other variables are zero. The coefficient of talent management is 1.11 with p-value of 0.000 less than (0.05%) critical value. Therefore, it can be concluded that the null hypothesis that there is no relationship between talent management and adaptivity is rejected.

Discussion of Findings

Based on empirical evidence this research has been able to establish that that is a significant positive relationship between mentoring and dynamic capability. More so, the study revealed that there is a significant positive relationship between talent management and adaptivity. This finding supports the findings of Akani (2015) and Festus et al (2018) who revealed that succession planning has a positive impact on corporate performance. In addition, the study also revealed that there is a positive significant relationship between talent management and survival of commercial banks in Kogi state. This finding also supports the Resource Based View which buttresses how firms can strategies

resourcefully applying their rare resources finally; this study is consistent with the finding of Francis et al (2021), Richard and Karizo (2021) and Salau (2022).

Conclusions

The research concludes that management succession planning enhances corporate survival of commercial banks in Kogi state. This is obvious because through application of succession planning techniques the banks have been able to strive competitively in terms of dynamic capability and flexibility. More so, succession planning strategies enable banks to predict and prepare for the future while pursuing their immediate and strategic objectives.

Recommendations

The research therefore recommends that commercial banks in Kogi state should not only sustain its succession planning strategies but should carryout periodic review in order to give them competitive edge to strive for reasonable length of time. More so, mentoring as an effective talent management technique should be integrated and internalized within the banks so that the banks could be able to strive and remain afloat for the future. Finally, the study recommends that the banks should strengthen their human resource management techniques particularly talent retention and usage so as to put the banks on a sound footing towards achieving an enduring corporate survival.

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