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**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**AN ASSESSEMENT OF SUCCESSION PLANNING
PRACTICES IN NORWEGIAN REFUGEE COUNCIL
(ETHIOPIA)**

BY:

DESTA FANTA ZEWDIE

ID NO. SGS/0719/2010A

JUNE, 2019

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY
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Table of Contents

Table of Contents.....	i
Acknowledgements.....	iii
Acronyms.....	iv
List of Tables	v
List of Figures.....	vi
Abstract.....	vii
CHAPTER ONE.....	1
INTRODUCTION	1
1.1 Background of the Study.....	1
1.2 Background of the Organization	2
1.3 Statement of the Problem	3
1.4 Research Questions	4
1.5 Research Objectives.....	5
a. General Objective	5
b. Specific Objective.....	5
1.6 Delimitation (Scope) of the Study.....	5
1.7 Significance of the Study.....	5
1.8 Organization of the Paper.....	6
1.9 Definition of Terms	6
CHAPTER TWO	8
LITERATURE REVIEW	8
2.1 Theoretical Literature Review.....	8
2.1.1 What is Succession?.....	8
2.1.2 Succession Planning	11
2.1.3 Succession Planning Process.....	11
2.1.4 Key Concepts for Succession Planning.....	17
2.1.5 Levels of Succession Planning	20

2.1.6 Succession Planning Best Practices.....	21
2.1.7 Succession Planning Charts.....	24
2.1.8 Succession Planning Benefits.....	24
2.1.9 Internal Succession Planning Barriers.....	27
2.1.10 Relationship Between Intentions to Leave the Organization and Succession Planning	29
2.2 Empirical Literature Review.....	30
2.3 Conceptual Framework.....	32
CHAPTER THREE	33
RESEARCH DESIGN AND METHODOLOGY	33
3. 1 Research Design and Approach	33
3.2 Population, Sample Size and Sampling Techniques.....	33
3.3 Data Type and Data Collection Tools.....	34
3.4 Data Collection Procedures.....	34
3.5 Methods of Data Analysis	35
3.6 Ethical Consideration	35
3.7 Validity and Reliability.....	36
CHAPTER FOUR	38
RESULTS AND DISCUSSION.....	38
4.1 Finding of the Study and Discussion	38
CHAPTER FIVE	50
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	50
5.1 Summary	50
5.2 Conclusions	52
5.3 Recommendations	53
REFERENCES	55
Appendix I: Questionnaire	62
Appendix II: Interview Questions.....	66

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Acronyms

1. NRC – Norwegian Refugee Council
2. IDP – Internally Displaced People
3. UNHCR – United Nations High Commission for Refugees
4. ARRA - The Administration for Refugee and Returnee Affairs
5. ICLA – Information Counselling and Legal Assistant
6. INGO-International Non-Governmental Organization

List of Tables

Table 3.1 Reliability statics of the scale	37
Table 4.1 Distribution of respondents by age and sex	39
Table 4.2 Educational level, year of experience and position title of respondents	40
Table 4.3 Organization succession planning system	42
Table 4.4 Employee working environment	44
Table 4.5. Employee capacity building	46
Table 4.6 Current organization succession planning practice	48

List of Figures

Figure 2.1. Succession planning process	17
Figure 2.2. Level of succession planning	21
Figure 2.3 Sample of succession planning chart	24
Figure 2.4 Conceptual framework	32

Abstract

In today's globally competitive and modern environments, organisational plans often fail due to the lack of succession planning. However, numerous organisations often fail to prepare for the inevitable departure of employees, especially in strategically high-level positions. Succession planning is a means of identifying critical management positions starting at lower level management and extending up to the highest position in an organisation. In this regard, the succession planning current practices of Norwegian Refugee Council are assessed from varied dimensions. The main reason that motivated the researcher to focus on this study is reflections on the organization employee exit interview reports for above four consecutive years shows a big gap in relation to succession planning practice implementation. The research adopted a qualitative and quantitative approach to get in-depth examination of practices. The study targeted a population of all on and above coordinator level staffs in Addis Ababa and all five field offices. Data was collected using questionnaires and interviews. Data were analyzed with the Statistical Package for Social Sciences (SPSS) version 20. The Cronbach's alpha coefficients of the various sections of the measuring instrument were computed to establish construct validity. Content validity of the scale was ascertained by pre-testing the questionnaire with employees in the Norwegian Refugee Council Addis Ababa office. The result of the research work revealed that many aspects of the succession planning practices of the Norwegian Refugee Council are not exercised. Due to this, so many of the respondents testify that, the existing practices of the organization fail to satisfy the needs of the employees. This makes them less motivated and dissatisfied in the organization to work. Finally, in order to successfully implement the current succession planning system of the organization some main recommendations: open communication channel, opportunities for carrier development, linkage of performance management system with succession planning, identifying internal barriers and others were drawn based on the findings of the study.

Keywords: Succession planning, employees, motivation

CHAPTER ONE

INTRODUCTION

This chapter presents the reader with an overview of the entire thesis. It covers the background of the study, statement of the problem with research questions, general and specific objectives, important terms definition, significance of the study, limitations, scope and structure of the thesis.

1.1 Background of the Study

Succession Planning is very important in any organization. Meeting organisational objectives and having the brightest employees across the board is the aim of every workforce planning strategy; therefore, succession planning is no exception, as it fulfils the notion of workforce planning, which affirms having the right people at the right place at the right time with the right skills Freyens (2010:264). Likewise, it provides satisfaction to employees as it is an opportunity to fulfil one's career and personal objectives (Handler 1994:148).

Humanitarian organizations can achieve their set objectives when they have adequate, competent, experienced and motivated employees with interest to serve beneficiaries. Leaders who care about sustainability the organization they serve pay attention to the ways they can support their own succession. Every organization needs a plan to deal with an unexpected event, such as the sudden departure of key leaders.

Succession planning process should not begin with discussions about people for specific positions. The succession planning process must begin with discussions about the organization's strategic plan and the future needs of the organization. The organization's strategic plan is the guidepost for the entire succession planning process. The absence of a succession plan on the other hand can undermine an organization's effectiveness and its sustainability. Without a succession plan, an organization may not have a means of ensuring that the programs and support services that are crucial to its operation are sustained beyond

the tenure of the individual currently responsible for them (NRC Succession Planning Policy, 2014).

Succession Planning should, therefore, be a critical activity in all organizations to ensure that the organization has the right people, at the right time, in the right places, equipped and able to do what needs to be done to fulfill the organization's objectives and sustainability. It is also imperative that the organization's strategic goals, vision and values are kept in mind when reserve/kept a successor employee for a job in the organization specially for humanitarian organizations. Therefore, organizations that are serious about their own sustainability will also be serious about planning for smooth and thoughtful transitions of leadership - as well as making sure their nonprofit is prepared for unexpected departures. Illness and other events can lead to sudden and unanticipated departures (NRC Succession Planning Policy, 2014).

This research study aims to assess the current succession planning practices in the organizations as the yearly HR report shows a gap in applying the system. The research was conducted based on the key informant information through questionnaire and interview. The major purpose of the study was to educate the higher officials in humanitarian organization and human resource (HR) staff to carefully considered the process of succession planning in order to achieve the organization objective.

1.2 Background of the Organization

Norwegian Refugee Council is an independent, humanitarian, non-profit, non-governmental organization which provides assistance, protection and durable solutions to refugees and internally displaced persons worldwide for over 60 years. NRC Globally operates in 31 countries with close to 12,500 staffs assisting more than 6.8 million beneficiaries through its sector of expertise in camp management, education, food security, information counselling and legal assistance (ICLA), and water, sanitation and hygiene (WASH). In addition to the above, NRC provides expert and specialist deployment to other humanitarian partners such as the UN through its Norwegian Capacity (NORCAP) deployment programme (NRC Annual Report 2017).

NRC has been working in Somalia since early 2004 and has expanded its programme to Kenya in 2006 and established Ethiopia programme in 2011 with expanded operations in 6 field offices. It is among the 90 humanitarian partners working in Ethiopia assisting close to 391,200 beneficiaries in its humanitarian programme (NRC Fact sheet Ethiopia, 2017)). In the Horn of Africa, NRC has mainly focused on Somalis who are displaced by the ongoing conflict and more recently by the drought and famine.

NRC registered in Ethiopia to work in close collaboration with United Nations Higher Commission for Refugees (UNHCR) and The Administration for Refugee and Returnee Affairs (ARRA) to support the refugees and vulnerable host communities. The Field programmes are established in Dollo Ado, Somali Region of Ethiopia; Shire in Tigray Region, Assosa in Beneshangul Gumuz Region, Gambella in Gambella Region and Jigjiga in Somalia Region. NRC Ethiopia has three hundred national and nine international staff.

NRC is working to improve the living conditions of the refugees through the provision of Shelter, Education, Livelihood, ICLA and Camp Management training. Besides the field operation NRC has an Urban Project which helps the Eritrean refugees who live in Addis Ababa (out of camps) and also other vulnerable community by providing a livelihood support and counseling. NRC will continue to expand its activities in line with emerging needs for refugees, host communities and NRC's priorities.

1.3 Statement of the Problem

In humanitarian organization, objectives and vision give priority to the needs of beneficiaries. This objective is achieved through different aspects including human resource management. By its nature, the intervention area of most of the humanitarian organizations is in remote and hard to reach locations. Therefore, most of the organizations struggle very hard to achieve their objectives getting qualified and experienced staff. It should be noted that succession planning practice play a very imperative role in humanitarian organization as it determines the achievement of organization's objectives and sustainability. The absence of a succession plan on the other hand can undermine an organization's effectiveness and its

sustainability. Without a succession plan, an organization may not have a means to ensure the programs and support services that are crucial to its operation are sustained beyond the tenure of the individual currently responsible for them.

Organizations are often faced with the need to replace key management staff on a very short notice due to rapid change of mergers, acquisitions, downsizing, rightsizing, and reengineering. Also, there is an increasingly competitive market for skilled and talented individuals. Without the development of leadership throughout a company, not just at its helm, the implementation of strategy for survival and advantage is threatened. Therefore, the organization has to give an attention for succession planning practice in all sectors/departments. Because the tasks of humanitarian employees are very sensitive and confidential issues that might require both skill and experience with refugees.

The main reason that motivated the researcher to focus on this study is reflections on the organization employee exit interview that shows existence of a big gap in relation to succession planning practice. The organization exit interview is designed for the employee who leave the organization to give their comments towards the organization polices and procedure in order to use the management for any gaps that shows by the majority. According to the NRC HR department report above four years old more than 80% of employee's exit interview revealed that succession planning practice is not applied in the organization even if there is a policy and most staff are forced to leave the organization as there is no opportunities on carrier development. In addition to this, the organization doesn't take any action in response to the HR report even if the exit interview is mainly established for the purpose of the management review and decision for improvement of any gaps. Therefore, as per this information the researcher conducted the assessment to show the gaps and included recommendations for the organization's management decision.

1.4 Research Questions

The research questions were designed with the specific purpose of investigating the existing succession planning practices in NRC. In this regard, the following main questions were

considered in order to address the purpose of the study and the sub questions were included in the separate questionnaire paper.

- What are the existing succession planning practice adopted by the Norwegian Refugee Council?
- To what extent is the existing succession planning practices aligned with the organization's strategic plan?
- What are the perceptions of employees toward the succession planning practice in NRC?

1.5 Research Objectives

a. General Objective

- i) To assess the current succession planning practice in NRC and to show the management a possible way for improvement.

b. Specific Objective

- i) To evaluate the internal barriers which affect the implementation of succession planning practice in NRC;
- ii) To assess the HR policy and procedure related with the succession planning practice in NRC:
- iii) To find out how well the existing succession planning practices are communicating to employees.

1.6 Delimitation (Scope) of the Study

NRC is a worldwide organization but the coverage of the study is only focused Ethiopia program which included all six offices (Addis Ababa, Assosa, Dollo Ado, Gambella, Jigjiga and Shire) and the questionnaires were distributed to all staff on and above Coordinator level (forty-three) and face to face interview to only Area Managers (five) and HR staff (five) only.

1.7 Significance of the Study

Through this study, it covered succession planning practice in humanitarian organization and state how this process impacts the performance of the organization. In this respect, this

study aims at studying and making conclusions on the importance of succession planning as well as well skilled, experienced and motivated staff in order to achieve the objective of the organization and improve the performance by reaching to higher number of beneficiaries with quality work.

This study will be of great importance to leaders in humanitarian organizations specifically for NRC as it indicated the importance of succession planning in order to ensured and met the objectives of the organization and it increased the performance efficiency. In this respect therefore, the major purpose of this study were to educate the higher officials in humanitarian organization and human resource (HR) staff to carefully considered the process of succession planning in order to achieve the organization objective.

In addition, this study helped the researcher in getting more knowledge and upgrade the awareness regarding succession planning in a context of humanitarian organization. And also it gives a good chance for being a successful HR representative in the organization after getting successful result

1.8 Organization of the Paper

This paper was organized in to five chapter which started by briefly introducing the study, statement of the problem in chapter one. Different literature is reviewed in chapter two. Methodology, procedures used for data collection and analysis discussed in chapter three. In the next chapter analysis of the data and results presented. The final chapter covered summary of the findings, conclusion and recommendation.

1.9 Definition of Terms

Some operational and technical words are used in the proposal and these is used to mean:

Succession Planning: purposeful and systematic process of monitoring, identifying and developing internal talent and potential employee for future replacement.

Humanitarian Organization: is an organization who provided a support for humanitarian purposes, typically in response to humanitarian crises including natural disasters and man-made disaster.

Refugees: is a displaced person who has been forced to cross national boundaries and who cannot return home safely.

Host Communities: the country of asylum and the local, regional and national governmental, social and economic structures within which refugees live.

CHAPTER TWO

LITERATURE REVIEW

This chapter will serve as the foundation for the development of the study. Therefore, the primary purpose of this chapter is to get the theoretical and empirical understanding of the succession planning practices. It also defines a number of words and phrases used in the study. An evaluation of both the theoretical and empirical literature associated with succession planning, independent variables and the conceptual framework is also dealt with in this chapter.

2.1 Theoretical Literature Review

2.1.1 What is Succession?

Succession means transferring properties from one generation to another (Gill 2013:76). It refers distinctively to who will lead the organisation in the future (Comini, Paolino & Feitosa 2013:36). According to Handler (1994:134), succession is a multi- staged process, which exists over time and its success is not solely dependent on the top management but the organisation as a whole. During the process of leadership succession, a new leader inherits all the rights and responsibilities of the key position (Hutzschenreuter, Kleindienst & Greger 2012:731).

For succession to yield positive outcome it ought to be carefully planned, as failure to do so leads to lack of progress and power struggle among stakeholders which consequently may have adverse result on organisational continuity and performance (Cocklin & Wilkinson 2011:673; Hytti, Stenholm & Peura 2011:562; Filser, Kraus & Mark 2013:257). Unplanned succession can have negative effects on both the financial and non-financial aspects of an organisation (Leisy & Dina 2009:62). The negative effects may include losing key employees and non-financial effects may include low morale of employees (Leisy & Dina 2009:62).

Most succession studies raise the issue of the background of the successor as crucial to the succession process itself (Gothard & Austin 2013:274).

Origin of the Successor

The origin of the successor became the subject of research from the 1980s and 1990s with most studies at that time focusing on the effect of the successor's origin on the firms' performance (Kesner & Sebora 1994:355). According to Bozer and Kuna (2013:11), succession entails the selection and appointment of either an insider or an outsider. Some researchers believe that internal successors can perform better than external successors. Altman (2009:72) posits that both have advantages and disadvantages depending on the circumstances. However, Garg and Weele (2012:104) are of the view that both concepts complement each other as promoting from within improves and increases employees career development options, while introducing new talent brings fresh and objective ideas to an organisation.

The choice of a type of succession is determined by the availability of talent in an organisation (Garg & Weele 2012:98). Gothard and Austin (2013:275) identified the under-mentioned types of succession:

Relay succession: Identifying a senior management team member ahead of the succession and provide for the opportunity to understudy the departing leader.

Non-relay inside succession: When a successor is appointed from a pool of internal candidates after a series of internal competitive processes.

An outside succession: Appointing a successor from outside.

A coup d'état: A swift succession planned separately by stakeholders other than the current occupant of a leadership position.

Boomerang: Taking back a former incumbent of a leadership position.

Internal Succession

McQuade, Sjoer, Fabian, Nasamento and Schroeder (2007:764) believe that internal staffing is the best option especially for high-level positions. However, the recent economic downturn has pressurized many organisations to opt for internal talent management rather than external talent (McEntire & Greene-Shortridge 2011:273; Whelan & Carcary

2011:675). In succession planning an internal candidate is selected only when s/he is the most qualified and suitable individual for a leadership gap (Galbraith, Smith & Walker 2012:223).

Bunce (2013:87) believes that nurturing talent from within is advantageous as candidates are already familiar with history, culture, values and background of an organisation, even though it can be a disappointment for management when the nominated candidates resign. Fink (2011:675) adds that whilst internal grooming does not exclude hiring high quality applicants from outside, it has a potential of limiting recruitment faults because the inner aspirant strengths and weaknesses of the successor are known.

Internal development also minimizes the costs of recruiting widely, time spent on learning about the organisation and curbs employees' turnover that occurs when an outsider is brought into the organisation (Fink 2011:675). Promoting capable employees from inside is more motivating to other employees and paves a way for a seamless leadership transition (Pennell 2010:280).

External Succession

Some organisations believe in the wise saying that new brooms sweep clean and therefore bring in outside successors for purposes of restructuring (Pollitt 2009:6). Garg and Weele (2012:99) argue that external talent brings in new ideas. Hence their requirement is high where rapid and drastic changes are to be employed because they do not hesitate to implement such radical changes, as they have no relationship with the organization's prior commitments and employees (Zhang & Rajagopalan 2010:456). This source of talent is required for an organisation that stems from rapidly technological or scientific developing sectors where inside grooming is not possible (Hills 2009:4).

Outside blood comes along with fresh contacts and sources, which may be useful to the organisation (McQuade *et al.* 2007:765). Katz (2012:34) agrees that regardless of the huge knowledge invested in-house, external potential candidates should not be ignored, especially during reorganization.

External successors are also opted for when the organisational performance is generally low and there are drastic strategic and operational changes that need to be implemented (Hefat & Bailey 2005:50). In addition, Rahman *et al.* (2008:47) state that an external successor is picked when there is a crisis and rapid changes need to be made in an organisation. Additionally, they are more preferable in small size organisations because they usually do not have sufficient internal talent (Lambertides 2009:647).

2.1.2 Succession Planning

The literature provides many definitions of succession planning. According to Garman (2004:120), succession planning is a structured process involving the identification and preparation of a pool of potential successors to assume new roles. Reid (2005:36) defines succession planning as a continuous process to ensure individual career development to optimize the organization's current and future needs.

Jarrell and Pewitt (2007:298) provide a more comprehensive definition by describing Succession Planning as an ongoing, purposeful and systematic identification of qualified and appropriate successors to leadership with commitment or aim of assessing, developing and investing in organisational leadership to enhance performance, development and preparedness.

From the three definitions, it is clear that succession planning is structured in nature, as Ali and Babu (2013:3) points out that it provides an organized approach to talent development and management. The succession planning definition also has an element of high potential development, which according to Brunero, Kerr and Jastrzab (2009:577) means preparation of a group of possible candidates in succession planning initiatives.

2.1.3 Succession Planning Process

There is consensus in the literature that succession planning is not a once off activity but a long-term proactive process, which ensures continuity in key positions within an organisation (Rothwell & Poduch 2004:405; Boateng & Ganu 2012:70). Pennell

(2010:282) states that succession planning differ from other plans because it ensures that positions are associated with the strategic plan and not simply the replacement of the departing person. Additionally, there is no one way of undertaking the process of succession planning; each organisation should find a fitting design to match its culture, history, politics, union issues, resources, budget and community concerns. However, selection and training of employees together with evaluation of the programme cannot be ignored (Jarrell & Pewitt 2007:298).

Assessment of future organisational needs/organisational analysis

Before embarking on succession planning, human resource (HR) professionals have to conduct an organisational analysis, which entails assessment of the current and future organisational data and needs (Freyens 2010:267). It provides the indication of what the organisation has, and what is needed for the future (Hewitt 2009:182). It consists of an estimate of the challenges, needs, and strategies that might influence operations in three to five years' time (Hills 2009:4).

Oimstead (2012:682) states that organisations should be very sincere in establishing the strengths and weaknesses of the organisation, as well as the focus areas. During this analysis, competencies needed to achieve organisational goals are identified (Seymour 2008:5). Sharma and Bhatnagar (2009:120) posit that this activity not only identify tools necessary to attain organisational goals, but also serve as a yard stick to mapping out globally and environmentally required expectancies of employees from the organisation.

Identification of high potential employees

If organisations fail to establish high potential successors early in their careers, they will suffer an unrecoverable situation of immature leaders (Coretchi & Grosu 2011:10). Consequently, this stage entails a thorough competency-based evaluation of an employee to discover likely successors and future leaders (Stadler 2011:266). Similarly, Sharma *et al.* (2003:3) state that the succession process entails the detection of a pool of possible successors, assigning and alerting them and other stakeholders about the decision. To get the best candidates, organisations should evaluate them against clearly specified leadership

roles (Katz 2012:34).

It is the responsibility of top management and HR departments to identify future critical potential candidates for key positions (Farashah, Nesehifar & Karahrudi 2011:3606). This activity can be achieved by using tools such as psychometric assessments, which identify the skills and capabilities that an employee possesses (Seymour 2008:5). Another way of identifying leaders is through informational interviews and focus groups made up of management and performance management exercises spearheaded by HR professionals (McEntire & Greene-Shortridge 2011:273). Job rotation can result in the spotting of talented employees whose performance is outstanding (Hor, Huang, Shih, Lee & Lee 2010:530).

The individual candidate's profiles can be used to spot suitable high performers who can be included in SP (Kang 2011:267). Competent candidates can be provided with forms that will make them express interest and commitment (Pennell 2010:282). In addition, self-assessment documents, which entail updated resumes, strengths, developmental needs, career goals and opportunities can be used by giving them to potential successors in order to select the most suitable candidates (Sharma & Bhatnagar 2009:128).

This activity can be influenced negatively by human resource management (HRM) practices that are improperly administered such as biased appraisals, social and geographic distance and cultural change (Swales 2013:36). The three qualities that depict rising stars, namely ability, engagement and aspirations can also be used to select potential successors (Martin & Schmidt 2010:4).

Identification of critical positions

This is a step whereby all management levels should be involved and more emphasis is put on those positions that are essential for the long-term success of the organisation (Barnett & Davis 2008:728). The identification of crucial positions encompasses the classification of positions within the organisation in terms of those positions that the organisation cannot operate without, those that are critical only now, and those that the organisation can function efficiently without (Sharma & Bhatnagar 2009:121).

Identification of competencies key to critical positions

Pennell (2010:282) refers to competencies as individual capabilities that can be linked to enhancement of performance. There is an old proverb, which states, “if you do not know what you are looking for, you will never know when you find it”, hence it is essential to assess the skills required to perform in a leadership position (Coretchi & Grosu 2011:4). This entails defining the significant leadership skills at all management levels (Dai, Tang & DeMeuse 2011:366). When spotting key competencies the meaning of success on a management level should be clearly outlined (Fink 2011:675). This stage involves defining the competency framework relevant for the organisational growth (Sharma & Bhatnagar 2009:120).

The competencies can be established through workplace forums where employees depict those qualities that they find critical for key positions in the organisation (Kleinsorge 2010:67). The 360-degree competency ratings can also be used in identifying noteworthy competencies needed to perform in critical positions (Dai *et al.* 2011:370).

Assessing candidate’s competencies/ conducting a gap analysis

Gap analysis is the matching of the supply estimates with the demand projections; therefore, in this case the employee’s skills and experience will be evaluated against the skills and experience required to execute the duties of a key position (Freyens 2010:267). The aim of this assessment is to identify the existing gaps between the current situation and the desired position (Bunce 2013:89).

In succession planning, qualities of potential successors are explored (Chima 2013:273). This assessment in SP is done in order to compare the employees’ strengths, skills gap and developmental needs with the organisational needs, values and strategies (Jarrell & Pewitt 2007:300).

Selecting the training and development activities

Since succession targets people early in their careers, SP needs to determine and indicate

which kind of training and experience each succession candidate need to be a successful leader (Hor *et al.* 2010:528). Training sometimes is referred to as precise job activities (Fink 2011:675). Subsequently, training offered may be a formal training programme or an unstructured on-the-job training, which may be accomplished through internal strategies such as mentoring (Handler 1994:148). Training and development methods vital for succession planning, among others include mentoring, cross-training, job sharing, job rotation and professional development (Goodman *et al.* 2013:4). The aforementioned programmes, among others improve the candidates' supervisory skills, which enable them to execute new challenging roles (McCallin & Frankson 2009:42).

Seymour (2008:3) reinforces that job rotation in succession planning can reveal hidden talents, skills and abilities from employees, as they display their diverse skills and abilities in different roles in which they are rotating. Research also shows that apart from providing employees with diverse skills, job rotation can facilitate the transfer of organisational culture and broaden candidates' organisational knowledge (Whelan & Carcary 2011:680; Swailes 2013:34).

The rotation activity provides diverse challenges and it broadens the applicant's abilities from providing strong direction in the face of vagueness to managing the turnaround of an existing organisation. Job rotation also enables candidates to gain knowledge about overcoming resistance and incompetency (Fink 2011:677). Foremost, it upgrades employees' skills, hence enhancing enthusiasm and devotion, and decreases turnover intent (Seden, Schimmoeller & Thompson 2013:302).

Mentoring plays an important part in the career development of an employee (Handler 1994:148). It is one of the leadership development techniques used by organisations to achieve their goals (Reid 2005:37). It entails discussion about career planning, assessment of core strengths and areas of improvement and development of leadership competencies (Groves 2007:244).

Mentoring encompasses regular interaction and communication between the more skilled

and less skilled employee, hence the less skilled employee has to trust the more experienced employees (McEntire & Greene-Shortridge 2011:273; Craig, Allen, Reid, Riemenschneider & Armstrong 2012:4).

Another approach of equipping potential leaders is giving them the opportunity to spearhead a project crucial to a leadership position where they are given more responsibilities than a current leader and have autonomous authority, in order to test their leadership skills (McEntire & Greene-Shortridge 2011:274).

Role models (managers involve those reporting to them directly in daily work and challenges) can be included in a succession plan as a development strategy (Appelbaum *et al.* 2012:282). This enables possible successors to learn from those who lead them (Renihan 2012:140). This activity in SP does not only benefit the organisation, but also the individual because it boosts self-confidence, thereby increasing the possibility of self-belief (McCallin & Frankson 2009:41). It also ascertains that the organisation has both the current and future supply of talent to meet strategic objectives (Garavan *et al.* 2012:6).

Monitoring and evaluation of the process

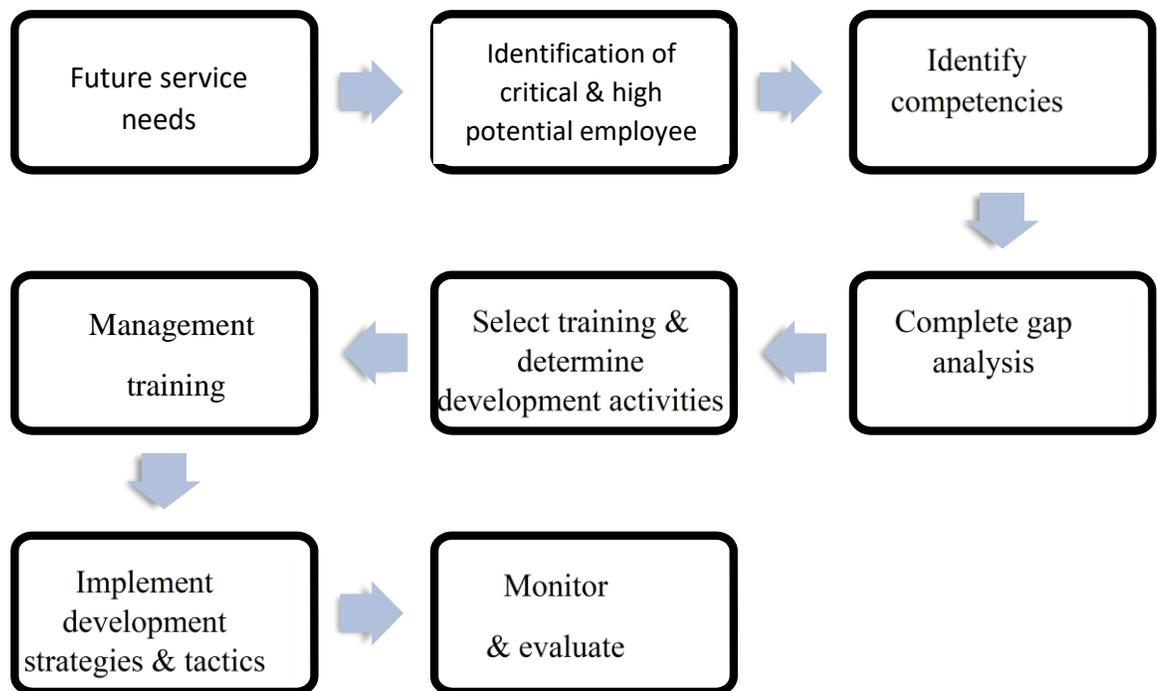
The last step in the succession process is monitoring and evaluation. In order to effectively monitor and evaluate the succession process, annual goals should be established (Stadler 2011:266). It is at this stage where succession charts are used to monitor and evaluate individual candidates' performance against set standards and the charts contain the leadership position and names of possible successors (Bunce 2013:89).

The aim of succession planning is to establish the best perfect candidate as not all potential candidates can be considered for the one key position. Evaluation is an approach to ascertain that the said aim is achieved (Bunce 2013:89). It also assesses the plan against the set organisational strategic goals (Swales 2013:42). Pennell (2010:282) insists that the succession plan should include frequent evaluation of the progress of individuals in the succession pool and how the plan will be adjusted continually to suit individual developmental needs. Santora and Sarros (2012:10) add that plans such as SP should be

evaluated on an annual basis or as and when the situation demands.

Evaluation is important in succession planning as it determines the effectiveness of the practice and its outcomes (Ali & Babu 2013:12). Evaluation entails the organisation examining what is working and what is not and making necessary adjustments (Jacobson 2010:370). To establish the success of succession plans promoters should frequently seek feedback from all those involved (Jarrell & Pewitt 2007:301).

Figure 2.1 Succession planning process



2.1.4 Key Concepts for Succession Planning

The following constructs that are associated with succession planning are discussed in the next sections: replacement planning, succession management, performance and recruitment.

Succession Planning and Replacement Planning

According to Kesler (2002:3), most organisations still regards SP as similar to replacement planning. Consequently, replacement planning is the process of identifying internal short-

term and long-term emergency backups to fill critical positions (Rothwell 2011:88; Ali & Babu 2013:2). Executive replacement means planning for senior level backups while SP is proactive and attempts to ensure the continuity of leadership by cultivating talent from within the organisation through planned developmental activities (Rothwell & Poduch 2004:413). Succession planning is usually confused with replacement planning because they are compatible and often overlap (Rothwell 2011:89).

Mooney, Semadeni and Kesner (2013:12) and Stadler (2011:265), posit that sometimes replacements are used in times of crisis or organisational development such as when an experienced and talented employee leaves the organisation with immediate effect. Replacement planning varies from succession planning in that the latter focuses on anticipated organisational needs per level and it is not based upon reaction to sudden events, but proactively securing the HR needed by the organisation (Hor *et al.* 2010:529).

Succession Planning and Succession Management

Succession management is the extension of SP, which originated from replacement planning to include a broader spectrum (Rothwell 2011:89). It is described as a formal, holistic, strategic, consistent and reliable process, which aims to build and supply talent throughout an organisation (Gothard & Austin 2013:276). It is more encompassing than SP and involves the ongoing developmental flow of a group of well-prepared, contextually-sensitive, dedicated leaders who are available for promotion whenever needed (Fink 2011:673).

Succession planning entails matching the organization's long-term leadership requirements with highly suitable and qualified individuals, whilst succession management is an organized method of managing and continually developing the identified talented individuals in the organisation to ensure continuity of leadership (Reid 2005:36; Detuncq & Schmidt 2013:32). Succession management includes revision of recruitment policies, management of employees, on-going training and development of employees, retention strategies, compensation packages and performance management (Fredericksen 2010:53).

Succession Planning and Talent Management

Knowledge is the most important asset of every organisation because of its intangible nature and personal attachment. However, organisations have various views on how to preserve it and the intentions attached to such restoration (Whelan & Carcary 2011:675). Talent management (TM) is described as a process of attracting, developing and retaining the best people (Leisy & Dina 2009:58; McDonnell, Lamare, Gunnigle & Lavelle 2010:152; Rothwell 2011:90; Garavan *et al.* 2012:5). It includes all the mentioned organisational activities for ensuring that the best employees occupy organisational strategic positions (Vaiman, Scullion & Collings 2012:926).

Talent management, which sometimes is called human capital management, involves the inclusion and communication with all managers at all levels (Koketso & Rust 2012:222). Detuncq and Schmidt (2013:31) refer to talent management as an integrated process, which includes a group of functions executed for a similar purpose, which is usually that of increased productivity. According to Standler (2011:264), talent is a total of various constructs including an individual's abilities, skills, knowledge, experiences, intelligence, judgment, attitudes, character, drive, ability to learn and grow and he views succession planning as one of the talent managing strategies within organisations.

Succession Planning and Performance

Succession planning is a tool used for performance continuity in organisations (Hytti *et al.* 2011:562), Kesner and Sebor (1994:357) indicate that SP impact on performance is determined by the measuring instrument used to measure performance. The effects of SP on performance also are influenced by how it (performance) is defined (Lambertides 2009:649). Jarrell & Pewitt (2007:299) posit that SP does not only improve performance but also promotes accountability in the workplace.

Farashah *et al.* (2011:3606) state that SP leads to enhanced individual and departmental performance because it boosts job satisfaction. Consequently, if all stages and steps in the planning of succession are followed accordingly, it will eventually lead to improved performance (Bunce 2013:90).

Succession Planning and Recruitment

Succession planning starts immediately after offering an individual a position (Kesner and Sebor 1994:360). Succession begins when recruiting employees into the organisation. Therefore, it is crucial for organisations to identify and scrutinize the skills, abilities and knowledge required for a particular position when recruiting so that suitable and appropriate candidates are employed (Wright 2012:21).

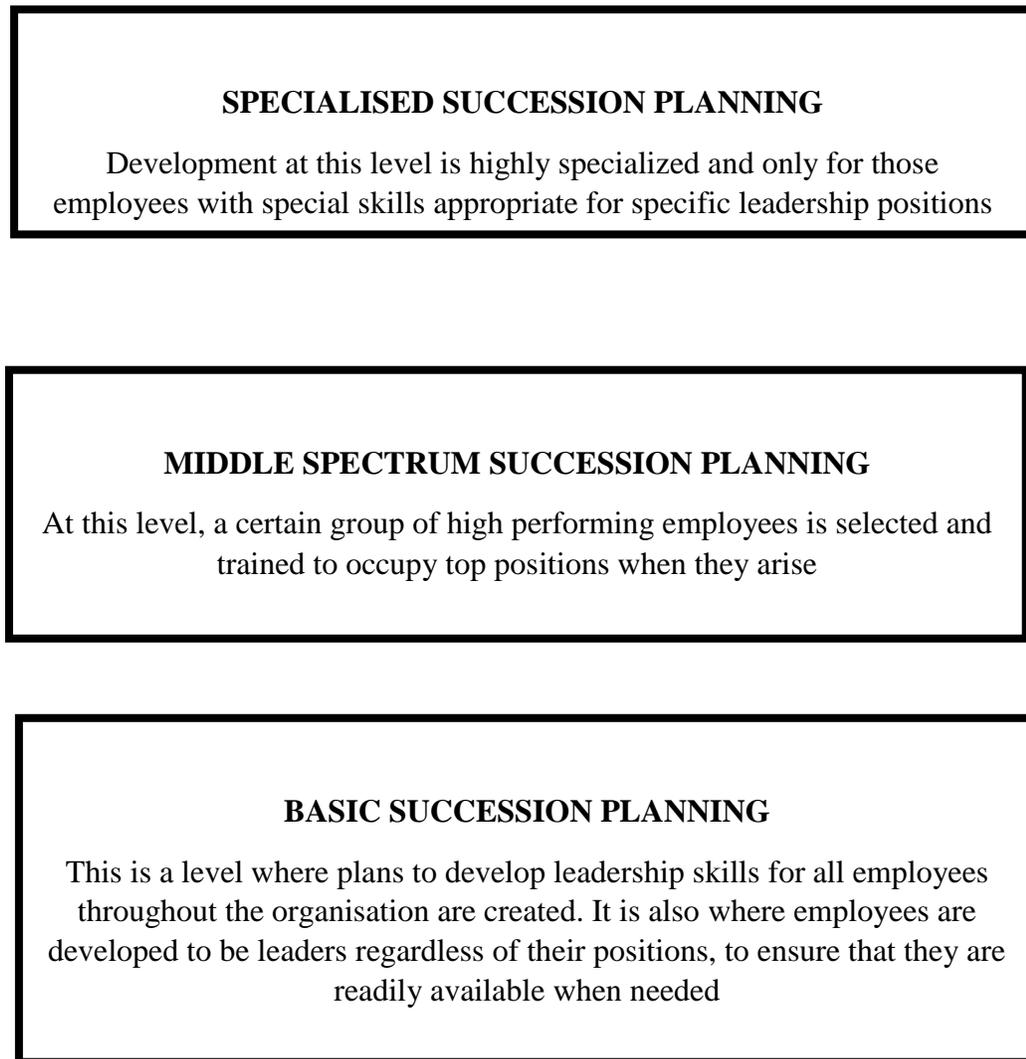
Bunce (2013:86) articulates that it serves as the yardstick for the organisation to recruit or hire appropriate talent. If administered properly, an SP exercise will decrease recruitment costs (Brunero *et al.* 2009:577).

Succession planning also leads to the attraction of highly capable employees as employees prefer to work for an organisation that is committed to providing opportunities for growth (Pennell 2010:283). Recruitment can be used as a strategy to enhance SP where there is no sufficient workforce to be developed internally (Whelan & Carcary 2011:677).

2.1.5 Levels of Succession Planning

Galbraith, Smith and Walker (2012:223) pointed out that succession planning is implemented in three levels. The first level specialized succession level which is focused Development at this level is highly specialized and only for those employees with special skills appropriate for specific leadership positions. The second level is middle spectrum succession planning deals with certain group of high performing employees is selected and trained to occupy top positions when they arise. The third level is basic succession planning where plans to develop leadership skills for all employees throughout the organisation are created. It is also where employees are developed to be leaders regardless of their positions, to ensure that they are readily available when needed.

Figure 2.2 Levels of succession planning



2.1.6 Succession Planning Best Practices

Organisations that execute SP harvest positive outcomes and they are successful whilst those that ignore it experience unbearable results (Taylor 2013:16). Kang (2011:266) found that for SP to be effective it should be prepared for well in advance before the exit of key leaders, usually three to five years in advance and a 360-degree feedback performance management system should be utilised to identify candidates. Katz (2012:34) confirms the aforementioned timeframe.

Capture the vision of the company

Since it is a necessity to align succession planning with organisational objectives, it is crucial that the vision and mission of the organisation are captured clearly (Stadler 2011:264). Pennell (2010:282) stipulates that the organisation's strategic plan is the best tool to use to understand the organisational vision, future management and leadership needs. Hills (2009:4) puts forward that knowledge of the vision is critical as it provides organisations with very clear and specific skills that they need to achieve their objectives.

Bringing management on board

Research has shown that for succession planning to thrive in an organisation, there should be high involvement of chief executive officers (CEOs), top management and sufficient human resources function representation (Kesner & Sebora 1994:360). Furthermore, for succession planning to be successful the top management must be on board together with HR professionals who should be facilitating the process (Subramanian & Anjani & 2011:4; Coretchi & Grosu 2011:3). Pennell (2010:283) is of the opinion that the planning process can only be beneficiary if top administrators support it and it is transparent.

Establish a plan to develop a talent pool

Winning organisations in succession planning identify and develop a pool of candidates rather than designating an heir apparent for key executive positions (Groves 2007:248). Organisations who want to be successful in SP should be proactive, use systematic flexible job approaches, train employees and make talent spotting a priority at all levels (Hewitt 2009:183).

Align succession plan with other organisational strategy

To harvest the best succession planning outcomes it should be aligned to the overall strategy and embedded in the structure of the organisation, so that gaps of what the organisation have and what it needs to achieve and its goals are identified (Brunero *et al.* 2009:578; Subrahmanian & Anjani 2011:4). Additionally, Ali and Babu (2013:2) confirm that the plan should be in line with already existing leadership development programmes. Gandossy and Verma (2006:39) believe that those organisations that adapt the incorporation

of succession planning into organisational processes yield outstanding outcomes.

High level of communication

The plan should be coordinated and communicated across all departments and sections within the organisation, so that all concerned have a sense of ownership of the plan (Bunce 2013:88). Shared roles and accountability should be established in the succession process (Kesner & Sebor 1994:360).

Implement an appropriate plan design

The plan for succession should be designed in such a way that it prepares and develops prospective successors in four knowledge categories, namely technical, threshold competence, leadership and organisational (Durst & Wilhelm 2012:639). Communication will not only smooth the process but mostly will maintain a healthy relationship between the predecessor and successor (Cater III & Justis 2010:565).

Measure performance before and after

Management should ensure that there is a working performance model, leadership competency model and individual plans in order to gain positive results from succession planning (Hor *et al.* 2010:529). The performance model in succession planning ascertains that knowledgeable employees are recognised, as well as their developmental needs (Whelan & Carcary 2011:677).

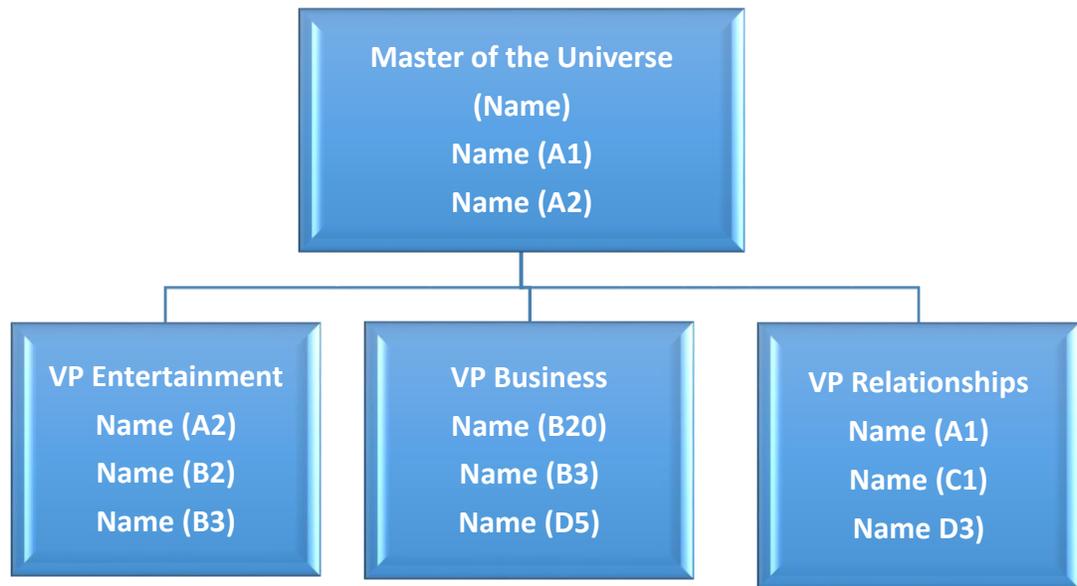
Prepare high potentials

Organisations that are successful in planning for succession provide employees considered to be high potentials with almost unrestricted access to programmes that speed up their growth (Fulmer *et al.* 2009:19). Martin and Schmidt (2010:3) affirm that management should ensure that these employees are occupied all the time, their goals are identified immediately and linked to that of the organisation and they should be continually monitored.

2.1.7 Succession Planning Charts

Most successful organisations use succession planning charts (Figure 2.3) to plan for succession, where employee needs are assessed according to management levels within the organisation. Thus, employees are evaluated in accordance with their readiness (Rothwell 2011:89).

Fig. 2.3 Sample succession planning chart



Succession Codes:

Readiness

- A. Ready now
- B. Ready in 1 yr
- C. Ready in 2 yr
- D. Readiness not determined/review

Performance

- 1. Outstanding
- 2. Above average
- 3. Average/good
- 4. Below average
- 5. Unacceptable

2.1.8 Succession Planning Benefits

Supporters of succession planning cite a number of benefits for organisations that implement it appropriately. Pennell (2010:280) showed that in today’s world more organisations are recognizing the need for growing leadership in their organisations and preparing capable individuals to assume new roles. Subsequently, talent preservation and expansion is still a major concern for all organisations (McQuade *et al.* 2007:763). Santora

and Sarros (2012:9) emphasise that even though an organisation can survive without succession planning now, in the long run such an organisation suffers real negative consequences.

Engaging in any talent development strategies such as succession planning leaves the organisation with a rich legacy of future leaders (Fink 2011:678). Succession planning, therefore, assists in the current and future planning related to transition of policies and activities (Wright 2012:20). If planned and conducted appropriately, it increases the chances of a successful succession process (Sharma *et al.* 2003:3). According to Freyens (2010:264) and Bunce (2013:86), meeting organisational objectives and having the brightest employees across the board is the aim of every workforce planning strategy; therefore, succession planning is no exception, as it fulfils the notion of workforce planning, which affirms having the right people at the right place at the right time with the right skills. Likewise, it provides satisfaction to employees as it is an opportunity to fulfil one's career and personal objectives (Handler 1994:148).

Succession planning ensures that a sufficient number of highly qualified potential leaders are readily available to assume duties in the organisational future (Farashah *et al.* 2011: 3605; Bunce 2013:86). Altman (2009:74) posits that it is more fulfilling to know that there is readily available talent in times of uncertainty. It counters the negative impact of a vacant leadership position in the organisation (Zhang & Rajagopalan 2010:455). Whelan and Carcary (2011:677) state that the adverse impact is avoided by availing individuals with required competencies and deploying them in accordance with organisational objectives.

Putting in place succession planning mechanisms and policies is another approach to preserving talent within an organisation (Perlman 2010:48). It strengthens retention strategies because it enhances employee morale, which encourages them to stay (Fredericksen 2010:55). Mehrabani and Mohamad (2011b:38) posit that succession planning is used as a tool to attract, develop and retain talent within an organisation. It involves safeguarding organisational knowledge in a least costly manner (Klein & Salk

2013:336). Hills (2009:4) also posit that developing internal talent increases retention because employees are provided with an opportunity to grow, which motivates them. Moreover, talent development is an activity that organisations engage in to ensure that there is no brain drain (Garavan *et al.* 2012:6).

Succession planning does not only aid after death or retirement of a leader, it also assures continual competitiveness of an organisation in a specific industry (Sikomwe & Mhonde 2012:231). It relieves organisations from the stress of maintaining sustainability in a changing global environment or market (Wright 2012:19). It ensures that the needs of an organisation are catered for even after the unexpected termination of a leader (Ganu & Boateng 2012:71). It alleviates management fears by ensuring that there are sufficient replacements for key people and that after their departure activities continue (Altman 2009:73).

Through succession planning, leadership is renewed because it brings fresh ideas and innovative leaders on board (Seymour 2008:3). Moreover, it serves as a guide for the succession process and leadership continuity (Stadler 2011:266).

Succession planning enhances eagerness for work among employees (Gothard & Austin 2013:274). Additionally, it boosts morale in that employees will be motivated to work for a company that develops them (Mehrabani & Mohamad 2011b:38). It further encourages employees who are looking to grow within the ranks of their organisation, thus enhancing retention (Pennell 2010:281).

Succession planning safeguards the organisation against the placement of successors who are favourites of certain leaders because there are set standards for successors and not only one possible candidate is identified, but a group (Renihan 2012:140).

Since succession planning involves thorough development, it is not only about placing the right people at the right place at the right time but also about supporting employees to be aware of their talents, strengths and what they want to become (Duke & Boulanger

2012:417). Apart from identifying and preparing potential successors, succession planning is important to the organisation because it reveals hidden work experience and skills gaps, hence determining training needs (Pennell 2010:283). Succession planning assists organisations to know the composition of manpower that they have (Pollitt 2009:6). It is one of the attributes of good corporate governance as it ascertains timeous replacements to evade unfavorable repercussions (Cairns 2011:33).

2.1.9 Internal Succession Planning Barriers

Although research has established the importance of succession planning and its benefits, many organisations still fail to acknowledge and implement it (Santora & Sarros 2012:10). It is a multi-dimensional process that can both be positively or negatively influenced by a variety of variables (Peters, Raich, Mark & Pichcer 2012:47). The factors attributed to unsuccessful implementation of the succession planning process are discussed in the foregoing sections.

Belief that leaders are irreplaceable

In most instances leaders fail to plan for succession consequent to the belief that they are incomparable and the organisation cannot survive without them, and sometimes succession planning ends up being a haphazard development exercise if organisations do not have clearly documented goals why a position should be filled (Cairns 2011:28). The thinking of leaders that they are going to stay in the organisation forever further triggers conflict when they ought to plan for succession (Comini *et al.* 2013:37).

HR professionals

Durst and Wilhelm (2012:640) point out that succession planning becomes a challenge where there is no HR department. If organisations with HR departments are unwilling to give HR professionals the authority to initiate new programmes or to suggest new organisational structures, it becomes an obstacle to the implementation of succession planning (Pynes 2004:404). However sometimes HR professionals are not capable to move HR into a proactive role (Pynes 2004:404; Ganu & Boateng 2012:71).

Resistance to change

Succession planning brings about changes in the organisation, which might require some employees to change their routine and standards of performance, to learn new skills or work with new individuals. Therefore, some may decide to quit or sabotage the process (Pynes 2004:404). Frequently, most leaders fail to plan for the future right at the beginning of their leadership and therefore hesitate to groom people who will take over when they are gone (Gonzalez 2013:409).

False expectation

Some organisations hesitate to engage in succession planning because they are scared of creating false hope and anticipation to employees included in the plan (Cairns 2011:28).

Fear of losing productive employees

In some instances organisations do not want to engage in succession planning as they fear that some high performing employees may be discouraged and leave the organisation once they know that they are not included in the succession plan (Gandossy & Verma 2006:38).

Fear of leaving the organisation

Most studies refer to failure to plan for succession as a consequence of a strong sense of attachment by incumbents to the organisation, fear of retirement or death, or some are just not interested (Peters *et al.* 2012:47). Taylor (2013:16) articulates that it is difficult to force the generation of baby-boomers to engage in succession planning, as most of them are really scared of retirement due to personal reasons.

Time demands

Managers sometimes do not spare the time to pursue SP as they claim to be too busy (Ganu & Boateng 2012:71). Mehrabani and Mohamad (2011b:38) ascertain that this is because some leaders simply do not understand its value or impact on the organisation. Practically, most of the management time is spent on the adherence to rules and legislation (Mooney *et al.* 2013:3).

Taylor (2013:16) indicated that succession planning is long in nature because of the range of facets involved in its practice. Cairns (2011:28) then assigns aspects that make it a consuming activity to the forms, charts, long meetings, check lists and deadlines to be met by executives.

Insufficient financial resources

Lack of or insufficient financial resources pose a barrier to many organisations engaging in the succession planning process (Ganu & Boateng 2012:71; Klein & Salk 2013:340).

Insufficient engagement in succession

Management fail to engage high performers through briefings on the plan and providing them with an opportunity to make suggestions and recommendations (Martin & Schmidt 2010:7). Sometimes the incumbents of key positions are partly involved and even excluded in the final selection of their own successor (Cairns 2011:28).

Nature of knowledge itself

Since succession planning is a knowledge transfer activity it is in some instances hindered by the very tacit nature of knowledge and the fact that knowledge sharing is voluntary may cause some employees to resist sharing their knowledge (Amayan 2013:454).

2.1.10 Relationship Between Intentions to Leave the Organization and Succession Planning

If implemented successfully, succession planning lowers staff turnover by improving staff morale as it encourages internal promotion and development (Reid 2005:37). Previous research has shown that succession planning mitigates the intention to quit (Naveen 2006:681). Additionally, Arshadi and Shahbazi (2013:641) stipulate that effective succession planning obstructs high performers' turnover by developing them, thus sustaining organisational knowledge and learning.

A high rate of turnover at leadership level hinders the development of future successors (Mooney *et al.* 2013:3). Koketso and Rust (2012:222) assert that turnover of employees with

skills, and who are knowledgeable about the company, hinder HR planning activities such as succession planning. The type of turnover of the predecessor also influences the relationship between succession and turnover. Helfat and Bailey (2005:55) indicate that forced turnover results in poor succession planning, whilst voluntary turnover is associated with successful succession planning (Moynihan & Landuyt 2008:120).

Succession planning helps to reduce voluntary turnover costs incurred when the more experienced employees leave the organisation (Caillier 2011:110). Therefore, it is regarded as one of the most suitable remedies to tackle the challenge of turnover (Durst & Wilhelm 2012:637). Succession planning also motivates employees, thus minimizing the chances of employees leaving the organisation (Cho & Lewis 2012: 6).

On the other hand, Succession planning is perceived to contribute to turnover in that individuals with appropriate training are attracted by other organisations and are usually tempted to leave for greener pastures (Gonzalez 2013:413). Hytti *et al.* (2011:573) affirm this by showing that when employees are included in the succession plan they see themselves as stars and have thoughts of leaving the organisation. More so, such employees may even become impatient during the waiting and decide to quit (Cairns 2011:28).

2.2 Empirical Literature Review

A common practice in succession planning involves organization analysis, selection, evaluation, development of executive level talent, and inventory control (Mohamad and Mehrabain, 2011). It has been established that companies prepared for succession were less likely to experience financial difficulty during executive turnover. In addition, a strong connection between planning for succession and profitability of an organization was another finding of his research (Sambrook, 2005).

Eastman (1995) found out that effective succession planning practices involves; support from the CEO and top management; ownership by line management and be supported by staff; simplicity and adapted to unique organizational needs; flexibility and link with the strategic business plan; a result of a thorough human resources review process; based upon

well-developed competencies and objective of candidates; incorporation of employee input; part of the broader management development effort; inclusion of plans for development of job assignments; integration with other human resource systems; and emphasize on accountability and follow-up.

Mandi (2008) found out some indicators for succession planning included: identifying new leaders; developing new leaders; delivering financial success; fostering a positive organizational culture; maintaining long-term viability; sustaining core competencies; and initiating change management.

Cheryl (2009) recommended some strategies for implementing deliberate and systemic succession plans in the academic environment via a research in higher education institutes. These strategies include: securing executive champions; aligning the succession plan to institutional culture, mission, vision and goals; taking an approach not unlike strategic planning; carefully constructing communication plans to embrace talent development without inferring entitlement; and a continuous evaluation of both the people and processes involved in succession planning.

Taylor & Mcgraw (2004) assessed usage of succession management programs in Australian-based organizations, to understand the characteristics and perceived effectiveness of succession management programs. The study showed that half the organizations sampled had succession management programs. The programs were driven by the desire to improve business results and the need for new skill requirements in the business.

According to Pennell (2010), in a most recent study in USA, flexible job descriptions are vital options that promote developmental opportunities and succession management plans especially in the library industry. This study used supportive literature from both within and outside librarianship to examine the impact of flexible job descriptions on succession management process. The focus of the paper was to address expected library management and leadership gap expected in the years ahead as current library managers from the baby

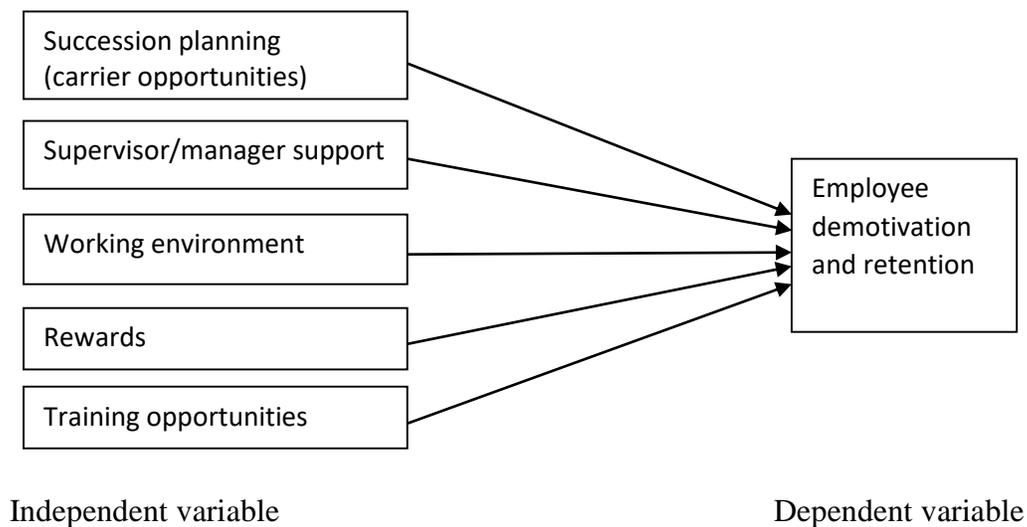
boomer generation retire in record numbers. The study findings suggest that written job descriptions may limit the ability of current library managers to provide opportunities for learning and growth for those employees who will fill leadership roles in the coming years. However, more flexible job descriptions were found to provide richer, more creative learning professional and developmental opportunities for identifying high potential employees within organizations for succession planning.

2.3 Conceptual Framework

The concepts of the major research variables are examined in this section. Figure 2.1 below shows the framework that succession planning (career opportunities), supervisor/manager support, working environment, rewards and training are the independent variables while the implications on employee demotivation and retention is the dependent variable. The absence of appropriate succession planning practices, manager support, conducive working environment and competitive reward programs can have undesirable effects on employee demotivation/dissatisfaction or retention in the organization.

Figure 2.4 Conceptual framework

Source: Shoaib et al (2009)



CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter presents details of the research design and methodology. It discusses the research technique used in the study and the reasons for selecting such a technique. This includes the research design and approach, population, sample size and sampling technique, data type and collection method, procedure of data collection, methods of data analysis, ethical consideration and reliability test.

3.1 Research Design and Approach

The type of research design applied in this study is descriptive research. It is because the aim of the study is to describe and disclose how, when and what of succession planning is managed and executed in the NRC.

The study is concerned in finding out the real facts as they exist at the present and to describe the state of affairs concerning succession planning practice in NRC. The research describes what the reality is in relation to succession planning practice in NRC.

The research approach used for the study is mixed approach. As mixed methods involving collecting both quantitative and qualitative data, integrating the two forms of data provides a more complete understanding of a research problem than either approach alone.

3.2 Population, Sample Size and Sampling Techniques

In conducting this research, the study involves all staff of NRC on and above coordinator position level from the total population of NRC staff in Addis Ababa, Gambella, Shire, Assosa, Gambella and Jigjiga. The sample size was determined by all managers, coordinators and team leaders of all six field offices in Ethiopia with a total number of 51 staff. The sampling technique used for the study was purposive sampling method because of the nature of the research and the target group of all staff of NRC on and above coordinator level were included and completed the questionnaire; and all area managers and HR representative in all field offices were interviewed.

3.3 Data Type and Data Collection Tools

The study used both primary and secondary data sources. Primary data was gathered from the questionnaires that was distributed to all staff on and above Coordinator level (managers, team leaders and coordinators). In addition to the questionnaire, face to face interview was conducted to gather detailed information from all field offices with Area Managers and HR representative.

The secondary data has been derived from NRC succession planning policy, organization internal report, procedure manual and national staff handbook. These data sources were selected because most of the documents contain relevant information about the succession planning process of NRC.

To meet the objective of this study, questionnaire and interview were used in the data collection part of the research. Questionnaire were filled by the employees of NRC managers, coordinators and team leaders and collected data was analyzed using statistics such as frequency and percentage. Face to face interview was conducted with all area managers and HR representatives. The open ended questions are used to get all the relevant detailed information.

Both the questionnaire and interview questions were designed in flexible and understandable way for respondents to easily understand the purpose of the questions.

3.4 Data Collection Procedures

Relevant data were collected through the following procedures. Questionnaire was developed and distributed to the employees of NRC managers, coordinators and team leaders by means of e-mail. Approximately three weeks was allowed for the respondents to reply, during which reminder e-mail and calls were made. After the three-week response time was over all the available information was logged and analyzed. In addition to this, open ended interview question was prepared to clarify some issue relevant to the study. After getting all the filled questionnaire face to face interview were scheduled for two days in order to covered with all area managers and HR representatives. The first day interview was with all

area managers and the next day with all HR representatives. Statistical analysis was done in consultation with the professional person on succession planning system. Cronbach's Alpha was used to measure the reliability of the questionnaire. Finally, after getting the detail data the analysis and result part is prepared.

3.5 Methods of Data Analysis

The analysis and interpretation was made based on both qualitative and quantitative results. The data gathered through both primary and secondary methods was summarized using descriptive statistics such as tables, frequency distributions, percentages and charts to give a condensed picture of the data. Whereas, the data gathered through interview and data gathered through secondary sources of data were analyzed and used to elaborate major facts related to the existing succession planning practices in Norwegian Refugee Council. Finally, conclusion and recommendation was given by the researcher based on the findings.

3.6 Ethical Consideration

In conducting research, it is necessary to look at the ethical implications of what we are proposing to do. Most ethical issues fall in to one of four categories: protection from harm, informed consent, right to privacy, and honesty with professional colleagues (Leedy & Ormrod, 2005).

Therefore, taking the nature of this study under consideration, participants have been told the nature of the study to be conducted and given the choice of either participating or not participating because any participation should be strictly voluntary. More specifically, for ethical clearance the study confirmed and containing the following information:

- A brief description of the nature of the study
- A description of what participation will involve, in terms of activities and duration
- The guarantee that all response remains confidential and anonymous

3.7 Validity and Reliability

In dealing with validity issue, the researcher established a logical link to justify each question in relation to the objective of the study. Questionnaires were reviewed as pilot test before full scale launching to gather the information were some of the activities in dealing with reliability and validity issues and the research was conducted utmost ethical manner in keeping the confidentiality of the respondents.

In dealing with reliability test, Cronbach's alpha coefficient was made on the 19 items. Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale (George and Mallery, 2003). Based on the Cronbach's alpha result of the study it is found that 0.943, 0.864, 0.793, and 0.823 for the variables, organization succession planning system, employee working environment, employee's capacity building and organization current succession planning practice. And this shows that the items under study do have acceptable and above internal consistency.

Cronbach's alpha was used to test the reliability of the scales used in measuring employees' response on the Norwegian Refugee Council succession planning system practices. Cronbach's alpha is one of the most widely used tools for measuring internal consistency, that is, how closely related a set of items are as a group.

Table 4.1 represents the reliability statistics of measurement for all items. A Cronbach alpha of .943 indicates a strong level of internal consistency reliability for the scale used in measuring employees' understanding on the existing succession planning. This means that the scale used measures the same construct. The total number of items is 5 for the scale.

Similarly, employees' working environment have a Cronbach alpha of .864 indicates a strong level of internal consistency reliability for the scale used in measuring employees' working environment on the existing succession planning. This means that the scale used measures the same construct. The total number of items is 4 for the scale.

A Cronbach alpha of .793 indicates a strong level of internal consistency reliability for the scale used in measuring employees' capacity building on the existing succession planning. This means that the scale used measures the same construct. The total number of items is 4 for the scale.

Likewise, employees' current successional planning practice have a Cronbach alpha of .823 indicates a strong level of internal consistency reliability for the scale used in measuring employees' current successional planning practice on the existing succession planning. This means that the scale used measures the same construct. The total number of items is 6 for the scale.

Table 3.1 Reliability statistics of the scale

Source: Field survey data, (2019)

Reliability statistic	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
Organization succession planning system	.943	.943	5
Employees working environment	.864	.854	4
Employees capacity building	.793	.793	4
Current succession planning practice	.823	.813	6

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter presents the results and discussion of major findings. It aims to provide answers to those key research questions set out at the beginning of the study. In doing so, the section discusses and reflect on their implications as per the objective of the study.

4.1 Finding of the Study and Discussion

To have a better understanding about the existence of organizations succession planning strategies and its implementation, it is essential to know the general background of respondent employees. The general backgrounds discussed were demographic (gender and age) and socio-economic (education level, years of service and position).

In order to conduct this research, a total of 43 questionnaires were distributed to employees at different positions team leaders, coordinators and managers. Structured interview was planned for 10 staff that are all area managers and HR representatives. The researcher has made extensive follow-up to get the highest possible rate of return. Accordingly, based on the computation of response rate, out of 43 questionnaires sent to the respondents all (100%) returned while only 8 out of 10 staffs were interviewed as two staff left the organization by the time of interview.

4.1.1 Demographic Data of Respondents

In this section, the basic demographic characteristics of all sampled respondents of the study is examined.

The first part of the questionnaire developed to gather all the necessary information consists of the demographic information of the respondents. This tried to gather information concerning personal and professional demographic characteristics of respondents. Accordingly, the following variables about the respondents were summarized and described in the subsequent figure below. These variables include: sex, age, educational qualification,

and year of experience the employees have in the organization. The demographic information of the participant employees is presented under Table 4.1 and 4.2.

Age and Sex Distribution of the Respondents

The respondents were asked to report their age and sex at the time of the study. As can be seen from the below Table 4.1, the majority (74.4%) of the respondents were male and the rest (25.6%) were female. From the total sampled, 9 respondents were in the age group of 20 -30 (male 85.7% and female 14.3%), 22 were in age group of 30–35 (male 65% and female 35%) and 20 were in the age group of 35 and above (male 81.3% and female 18.8%).

Table 4.1 Distribution of respondents by age and sex

Source: Field survey data, (2019)

Age Category	Gender				
	Male		Female		Total
	Frequency	Row N %	Frequency	Row N %	Frequency
20 - 30 years	8	85.7%	1	14.3%	9
30- 35 years	13	65.0%	9	35.0%	22
35 & above	16	81.3%	4	18.8%	20
Total	37	74.4%	14	25.6%	51

Educational Level, Years of Experience and Position Title of Respondents

a. Educational level

Regarding educational level of the respondents as ascribed in Table 4.2 below, one can easily recognize that most, 51%, of the sampled respondents have second degree, 35% have first degree, the composition of respondents who have diploma was 7% and the remaining 7% share occupied by respondents who have above second-degree level background. Having higher qualified manpower is an opportunity for the organization for competitive advantage

over the other. In addition, this implies the respondents have sufficient level of knowledge to respond questions regarding the existing succession planning practices.

b. Years of experience

Year of experience table revealed (42%) respondents have five and above years, (19%) from three to four years of work experience while the rest (21%) have less than a year and (18%) one to two years. This implies the sample population for this study has adequate experience to their current employer and this helps the researcher to get sufficient data.

c. Position title

The position title of respondents shows the majority (77%) hold coordinator position, 19 % manger position and the rest 2% and 2% were team leader and officer positions.

Table 4.2 Educational level, year of experience and position title of the respondents

Source: Field survey data, (2019)

Educational Level	Diploma	First Degree	Second Degree	Above Second Degree
	7%	35%	51%	7%
Year of Experience	Less than 1 year	1 - 2 years	3 - 4 years	5 and above years
	21%	18%	19%	42%
Position Title	Officer	Team Leader	Coordinator	Manager
	2%	2%	77%	19%

4.1.2 Response on Organization Succession Planning System

In this section the opinions of respondents on the organization succession planning system are presented:-

As far as the 'existence of succession planning system' is concerned, the majority of employees, said good and very good 22 (51.2%), very poor and poor 10 (23.3%) and about 11 (25.6%) were neutral. The interview respondents also agreed by the majority for the existence of the succession planning system. This implies that, the organization has a well succession planning system. As Fink (2011:678) stated, engaging in any talent development strategies such as succession planning leaves the organisation with a rich legacy of future leaders.

The majority of respondents replied very poor and poor 24 (32.6%), good and very good 16 (37.2%), and about 5 (11.6%) were neutral for the question raised about success of the organization succession planning practices. Meanwhile, for the question raised to get opinions of interview respondents if they think NRC can be a role model in applying succession planning, also majority respondents said no. Therefore, this implies that, both the qualitative and quantitative data shows that the organization succession planning practice success is very poor. According to Handler (1994:134) succession is a multi-staged process, which exists over time and its success is not solely dependent on the top management but the organisation as a whole. Succession planning is the key to success. Without it, the wealth of knowledge amassed by staff over the years would be thrown away. Lose the experience and the company loses its reputation for quality.

The respondents of employees for their understanding of 'policies' is 10 (23.2%) good and very good, 22 (51.1%) very poor and poor and 11 (25.6%) remain neutral. The interview response also with regard to the question time of communication about succession planning to the employees half of the respondents said once in a year and the rest don't know. According to Bunce (2013:88) it is noted that, succession plan should be coordinated and communicated across all departments and sections within the organisation, so that all concerned have a sense of ownership of the plan. However, the finding shows there is poor understanding of the current polices and also a gap with relation to communication.

The majority size of respondents, 36 (83.8%) were of the opinion that 'Transparency of practice' is very poor and poor while only 7 (16.3%) said average. When we see from the

table below, the respondents rate for the question ‘succession planning practice rate comparing to the others humanitarian organization’ 16 (37.2%) good and very good, 23 (53.5%) very poor and poor whereas, 4 (9.3%) belong to the average. As illustrated from the finding we can easily understand that the organization transparency system has a big gap and weak succession planning practices comparing to others same humanitarian sectors. According to Bunce (2013:88) it is mentioned that, the plan should be coordinated and communicated across all departments and sections within the organisation, so that all concerned have a sense of ownership of the plan.

Table 4.3 Organization succession planning system

Source: Field survey data, (2019)

Organization succession planning system	Responses					
	Very Poor	Poor	Average	Good	Very Good	Total
	Frequency	Frequency	Frequency	Frequency	Frequency	Frequency
Existence of succession planning System	9.30%	14.00%	25.60%	34.90%	16.30%	100.00%
Succession planning success rate	14.00%	18.60%	30.20%	25.60%	11.60%	100.00%
Policies understanding rate	39.50%	11.60%	25.60%	11.60%	11.60%	100.00%
Transparency of practice	32.60%	51.20%	16.30%	0	0	100.00%
Succession planning practice rate comparing with other humanitarian organization	34.90%	18.60%	9.30%	25.60%	11.60%	100.00%

4.1.3 Response on Employee Working Environment

The second section of the questionnaire is focused the employee working environment:

For the question working under incompatible policies and guidelines, 4 (9.4%) of the respondents said sometimes and frequently, the majority, 36 (83.7%) of the respondents

consider never and rarely, whereas 5 (11.4%) remain in average. As for the question 'work beyond duties and responsibilities' is concerned, 12 (32.2%) respondents believed on never and rarely, 21 (51%) consider as sometimes and frequently and 7 (16.3%) remain neutral. The illustration of finding shows that, the organization has a compatible polices and guidelines which can be a good example others organization however with related to duties and responsibilities the negative rate shows that segregation of duties are not expected. This has an impact in delivering quality work and also minimize employee motivation.

The majority of the respondents, 33 (76.3%) don't believe that they work under vague directives or orders. 8 (18.6%) of the respondents said sometimes and frequently, about 2 (4.7%) agree in such ways occasionally. In other side, the respondents show their positive attitudes towards the organization directives or orders. Clear guidance makes the work to flow in easily and understandable way.

According to Fink (2011:675) it is noted that, internal development also minimizes the costs of recruiting widely, time spent on learning about the organisation and curbs employees' turnover that occurs when an outsider is brought into the organisation. However, about 5 (11.7%), respondents said never and rarely for the question whether there is a heavy workload and time shortage for carrier development, 7 (16.8%) rate occasionally, 10 (23.3%) sometimes and 21 (48.2%) said frequently. As shown in the above response rate it can be concluded that, the organization doesn't give attention on employee's carrier development. Since succession targets people early in their careers, succession planning needs to determine and indicate which kind of training and experience each succession candidate need to be a successful leader. Training and development methods vital for succession planning, among others include mentoring, cross-training, job sharing, job rotation and professional development. The aforementioned programmes, among others improve the candidates' supervisory skills, which enable them to execute new challenging roles.

Table 4.4 Employees working environment

Source: Field survey data, (2019)

Employees working environment	Responses					
	Never	Rarely	Occasionally	Sometimes	Frequently	Total
	Frequency	Frequency	Frequency	Frequency	Frequency	Frequency
Work under incompatible policies and guidelines	46.50%	37.20%	7.00%	4.70%	4.70%	100.00%
Work beyond duties and responsibilities	16.10%	16.10%	16.80%	34.90%	16.10%	100.00%
Work under vague directives or orders	53.50%	23.30%	4.70%	16.30%	2.30%	100.00%
Heavy workload and time shortage for carrier development	4.70%	7.00%	16.80%	23.30%	48.20%	100.00%

4.1.4 Response on Employees Capacity Building

The third section of the questionnaire addressed different capacity building concern.

Majority respondents said for the question possibility to learn other's job duties, 79.1% unlikely and very unlikely 18.6% of them said likely and very likely 2.3% were neutral. According to Duke & Boulanger (2012:417), succession planning involves thorough development, it is not only about placing the right people at the right place at the right time but also about supporting employees to be aware of their talents, strengths and what they want to become. Apart from identifying and preparing potential successors, succession planning is important to the organisation because it reveals hidden work experience and skills gaps, hence determining training needs (Pennell 2010:283). However, the responses

both the qualitative and quantitative data shows that no possibility for learning others job duties.

As far as the question of “Employees are developed in order to be ready for advancement into key roles.” 69.7% of the respondents accepted unlikely and very unlikely, 16.3% belong to the likely and very likely decision whereas, 14.0% remain neutral. In addition to this, for the question “trained by your supervisor for his/her job duties”, 67.4% accepted unlikely and very unlikely, 25.6% fall on the likely and very likely choice and 7.0% remain neutral. In general, from the figure what we understand is employment development is not getting management attention and this implies that, employees are not prepared to take over other jobs duties in case of emergency.

The respondents were also asked whether they train co-workers or not 48.9% are unlikely and very unlikely, 41.8% of them accepted likely and very likely, and 9.3% remain neutral. Based on the interview response for the question “How many people have you referred for employment with succession planning systems in your employment of NRC? Only one respondents said four and the rest said none. Both the qualitative data confirm that, no possibilities for trained by their supervisor or trained their subordinates. Hewitt (2009) mentioned that, organisations who want to be successful in succession planning should be proactive, use systematic flexible job approaches, train employees and make talent spotting a priority at all levels. Mentoring also plays an important part in the career development of an employee. It is one of the leadership development techniques used by organisations to achieve their goals. It also entails discussion about career planning, assessment of core strengths and areas of improvement and development of leadership competencies.

In general, mentoring encompasses regular interaction and communication between the more skilled and less skilled employee, hence the less skilled employee has to trust the more experienced employees. Therefore, train employee has a big importance on succession planning process.

Table 4.5 Employee capacity building

Source: Field survey data, (2019)

Employee capacity building	Responses					
	Very likely	Likely	Neither Likely Nor Unlikely	unlikely	Very unlikely	Total
	Frequency	Frequency	Frequency	Frequency	Frequency	Frequency
Possibility to learn others' job duties	9.30%	9.30%	2.30%	69.80%	9.30%	100.00%
Employees are developed in order to be ready for advancement into key roles.	4.70%	11.60%	14.00%	48.80%	20.90%	100.00%
Trained by your supervisor for his/her job duties	16.30%	9.30%	7.00%	46.50%	20.90%	100.00%
Train your co-workers for your job duties	20.90%	20.90%	9.30%	16.30%	32.60%	100.00%

4.1.5 Response on Organization Current Succession Planning Practice

The respondents were asked, if “anyone can replace their position in case they leave the organization”. Majority 53.5% replied ‘no’, about 25.6% said ‘yes’ and about 20.9% said don’t know. Those who believed that the there is a system for employee’s competencies gap analysis are about 20.9% and 72.1% say ‘No’ and 7% ‘do not know. Those who gave affirmative response to the question of “get a chance to work in your supervisor roles/ delegated in the absence of your supervisor” are about 74% said ‘yes’ and 23.3% replied ‘no’ and 2.3% do not know.

The figure illustrated that, employees are not ready for replacement of others positions in the case of emergency leaving or in the other hand it is shows that the organization

succession planning system is not implementing as expected. In addition to that, the qualitative data confirm that the organization give attention only for short period replacement or delegation role instead of succession planning. This has an impact on the employee motivation and trust on the organization and also nurturing talent from within is advantageous as candidates are already familiar with history, culture, values and background of an organisation

Respondents who were inspired by their departments for best job performance were about 65.1% and about 20.9% were not inspired by their departments and 14% do not know. According Pennell (2010:280) it is noted that, promoting capable employees from inside is more motivating to other employees and paves a way for a seamless leadership transition. However, only 37.2% of the respondents were satisfied with the advancement and promotion in their department, and majority respondents 62.8% of them were not satisfied.

According to Caillier (2011:110) it is noted that, succession planning helps to reduce voluntary turnover costs incurred when the more experienced employees leave the organisation. Therefore, it is regarded as one of the most suitable remedies to tackle the challenge of turnover.

Equal size 37.2%, of the respondents said yes and no for the question “plan to leave the organization very soon” whereas 25.6% do not know. This figure shows that, more of employee are not satisfied by their current jobs as they are not motivated for carrier development. Organization can minimize the turnover rate by implementing the current succession planning practices. Succession planning also motivates employees, thus minimizing the chances of employees leaving the organisation. Nurturing talent from within is advantageous as candidates are already familiar with history, culture, values and background of an organisation that nurturing talent from within is advantageous as candidates are already familiar with history, culture, values and background of an organisation

Table 4.6 Current organization succession planning practice

Source: Field survey data, (2019)

Current succession planning practice	Responses			
	Yes	No	I Don't Know	Total
	Frequency	Frequency	Frequency	Frequency
Anyone who can replace your position in case if you leave the organization	25.60%	53.50%	20.90%	100.00%
Is there a system for employee's competencies gap analysis in place?	20.90%	72.10%	7.00%	100.00%
Get a chance to work in your supervisor roles/ delegated in the absence of your supervisor	74.40%	23.30%	2.30%	100.00%
Department inspires your best job performance	65.10%	20.90%	14.00%	100.00%
Satisfied with the advancement or promotion opportunities within the organization	37.20%	62.80%	0	100.00%
Plan to leave the organization very soon	37.20%	37.20%	25.60%	100.00%

According to Wright (2012:21) succession begins when recruiting employees into the organisation. Therefore, it is crucial for organisations to identify and scrutinize the skills, abilities and knowledge required for a particular position when recruiting so that suitable and appropriate candidates are employed. Based on the interview responses half of the respondents agreed that, the organization's HR policy and procedure is aligning with the succession planning system but the rest said don't know or not sure. In addition, with related to the organization performance system the majority respondents said do not know if it has a link with succession planning or not. Pennell (2010:282) refers to competencies as individual capabilities that can be linked to enhancement of performance. In addition to this, all the respondents believed that the responsibility in designing and revising of the NRC succession planning system is only top management.

Gonzalez (2013:409) mentioned that, most leaders fail to plan for the future right at the beginning of their leadership and therefore hesitate to groom people who will take over when they are gone. Lack of or insufficient financial resources pose a barrier to many organisations engaging in the succession planning process (Ganu & Boateng 2012:71; Klein & Salk 2013:340). The qualitative data shows that, lack of top management support, not giving priority for succession planning, preparing employee through training, clarifying the carrier path and budget constraint as main internal barriers.

According to Mehrabani and Mohamad (2011b:38) posit that succession planning is used as a tool to attract, develop and retain talent within an organisation. It involves safeguarding organisational knowledge in a least costly manner (Klein & Salk 2013:336). Hills (2009:4) also posit that developing internal talent increases retention because employees are provided with an opportunity to grow, which motivates them. Moreover, talent development is an activity that organisations engage in to ensure that there is no brain drain (Garavan *et al.* 2012:6). However, the Majority of the interview respondents said that the organization don't have or doesn't give attention for the attracting mechanisms of for new or existing staff.

The final interview question was about being as a role model but it is noted that, majority of the respondents said only having a system cannot make an organization being as a role model unless the system put in practical. This response shows that there is a gap in applying the system. Therefore, the organization has to implement the current succession planning system as per the policy and procedures.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This final chapter covers discussions on the findings of the study, conclusion and recommendations.

5.1 Summary

The following were the summary of the major findings.

- According to the demographic and socio-economic profiles the majority of the respondents were male and found in the age group of 30-35 years. Regarding to educational level most of the respondents have second degree and less have first degree. Having this much (63%) higher qualified manpower is an opportunity for the organization for competitive advantage over the other. Years of experience figure shows the majority respondents have from one up to four years' experience and the rest have above five years' experience.

- Majority of the respondents agreed on the existence of a well-defined succession planning system in the organization but regarding to understanding of the policy and transparency of practice the respondents positive rate shows less than an average. With related to the success of the succession planning system the response shows a negative rate and also for comparing the NRC succession planning practice with other humanitarian organization.

- For the working under incompatible policies and guidelines the majority of the respondents fail in never and rarely but for working beyond duties and responsibilities majority said frequently and sometimes. Concerning with working under vague directives or order majority respondent's said never however more of the respondents said that, there is a heavy workload and time shortage for carrier development.

- The majority of the respondents agreed on the low possibility to learn others job duties and also for employee's development in order to be ready for advancement into key roles. In addition to this, the negative rate from the respondent's shows that for both trained by supervisor and giving training for coworkers.
- With regard to replacement of once position in case of others leaving the majority respondents said that, there is no and also for employees are developed in order to be ready for advancement into key roles. Related to the advancement and promotion opportunities in the organization a significance number of respondents are not satisfied. In the other side, above an average respondents felt inspired by their departments for best job performance. In related to the intension to leave the organization equal number of respondents said yes and no and some are not sure.
- From the interview assessment it can be concluded that the organization HR policies and procedures align with the succession planning system but in the implementation it shows a gap. Most of the respondents believed that the responsibilities of designing and revising the succession planning system is only top managers. In relation to the time frame for communicating the staff half of the respondents think once a year and the rest not sure.
- Lack of top management support, not giving priority for succession planning, preparing employee through training, clarifying the carrier path and budget constraint mentioned as a main internal barrier that can be affect the organization succession planning system implementation.
- Majority respondents said that, they are not sure if the organization performance system is linked with the succession planning system or not. Finally, the majority respondents were of the opinion that NRC can be a role model if the organization implement the current succession planning system effectively. Otherwise, only having a system in place but not putting it in practice cannot make it a role model.

5.2 Conclusions

The study attempted to look into the practice current succession planning practices within Norwegian Refugee Council. It is an exploration of all issues concerning succession planning in terms of how the succession planning practices are conducted, the relationship of succession planning practices with the human resources policies and exploring employees' attitudes towards the existing practice.

The literature reveals that no single practice of succession planning can fit all organisations (Gothard & Austin 2013:279). Yet, there are a number of factors that may enhance the effectiveness of the succession planning process, depending on the uniqueness of the organisation's specific features (Mehrabani & Mohamad 2011b:38). Succession planning ensures that the organisation has sufficient and appropriate quality of capable employees in key and/or leadership positions to cater for any loss of key employees in future.

Succession planning will also assist the employees with new knowledge, new competencies and new insights that will transform and complement what has come before, and consequently the public service will provide a service that is beyond the predictability (Omisore 2013:27).

In this study, it was identified that the organization has a well-defined succession planning system but according to the assessment it can be concluded that, the system is not implemented as expected. The system is aligning with the organization HR policies and procedures but when we see in practical it is not functioning as others HR policies. Employees are also not communicating well or don't have sufficient awareness of the organization succession planning system so that, their perception towards to the system practice is very poor. There are a number of obstacles that should be dealt with or avoided. These barriers include lack of top management support, not giving priority for succession planning, preparing employee through training, clarifying the carrier path and budget constraint are mentioned as main barriers.

Organisations that do not have succession plans or do not appropriately implement such plans fail to retain their valued employees. It is essential that decision makers identify through succession planning, the type of manpower that the organisation have in order to develop mechanisms to transfer critical organisational knowledge and mentoring programmes to shepherd the right talent, into the right positions at the right time.

According to the overall survey result, the existing succession planning practice in Norwegian Refugee Council failed to implement successfully and to satisfy the overall needs of the employees, to motivate employees towards their job, and retain qualified staff. Not implementing the system creates a big gap in achieving the organization objectives through a well-qualified professional staff. Some of the disadvantage of not implementing the succession planning can be employee will be demotivated and the output of their work will be decreased, the turnover rate will be increased as employee looking always a better opportunity, the organization cost will be increased for new recruitments and the organization goodwill will be minimizing because of turnover rate.

5.3 Recommendations

Based on the points raised above, the researcher forwarded the following recommendations:

- To alleviate the problem of understanding of the organization succession planning system, the organization should introduce a communication channel that can be used to notify employees about how the existing succession planning system functions. The communication channel can be introducing through coordination of managements, HR and departments heads.
- Succession planning system of the organization should complement and leverage HR strategies and programs like recruitment, training & development, and performance management and implement like others programme effectively. It is to the advantage of the organization if such a practice is implemented.
- Link succession planning outcomes to the organisation performance management system in order to ensure the right people, in the right place, at the right time and follow up the results. Thorough competency based evaluation of an employee it can discover likely successors and future leaders.

- Giving an opportunity for employee's carrier development or trained is a good strategy for keeping well experienced employee and to replace the higher position in case of leaving. Training and development methods vital for succession planning, among others include mentoring, cross-training, job sharing, job rotation and professional development.
- Identify key critical positions and develop profiles that describe the skills, experience and competencies needed. It is the responsibility of top management and HR departments to identify future critical key positions.
- Identify individuals with potential to go into these roles. Factors to consider include career aspiration, performance results and leader attributes which will be used with other assessments such as panel interviews, 360 multi-rater assessments to assess potential. This activity can be achieved by using tools such as psychometric assessments, which identify the skills and capabilities that an employee possesses. Another way of identifying leaders is through informational interviews and focus groups made up of management and performance management exercises spearheaded by HR professionals.
- Give attention and take an action for the factor/barriers that affect the organization succession planning system implementation.
- Finally, the researcher gives a recommendation for NRC management to do further research on the topic internally and externally so that, based on the result the organization may implement the existing succession planning system effectively and then it can be a role model organization for others also.

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Appendix I: Questionnaire

Cover Letter

Dear Sir/Madam,

I am a research scholar at St. Mary's University, Addis Ababa. My research study is being conducted on "An Assessment of Succession Planning Practice in Norwegian Refugee Council (Ethiopia)" under the supervision of Dr. Abraraw Chane.

The aim of the research is to measure the degree of Succession Planning practice at your organization and to forward the feedback in the gaps. I have developed a questionnaire which I would like you to fill-up as per the instruction given in the next page. I selected you because you are the ones who had a practical experience of the succession planning practice in your organization and I believe that your fair and expert feedback will make this research successful and useful.

Hence, I would like to ensure you, that the information/feedback provided by you will be kept confidential and will only be utilized for the study/research purpose. I will appreciate if you can send back the questionnaire within 3-5 days of the receiving this letter so as to enable me to finalize my research paper on time.

I would like to thank you in advance for your time and response.

With best regards,

Desta Fanta

Graduate Candidate

Part Two: Employees opinion on the Succession Planning Practice of NRC

Direction: Please put an “X” mark on your choice among the five options provided under.

SECTION - A Succession Planning System	Very Poor	Poor	Average	Good	Very Good
1. Is there a succession planning system in your organization?					
2. How do you rate the organization (NRC) succession planning success?					
3. How do you rate your understanding of the organization Succession Planning policies?					
4. How do you consider the transparency in related to the succession planning practice steps followed by your organization?					
5. How do you rate your organization succession planning practice with other humanitarian organization?					
SECTION - B Employee Working Environment	Never	Rarely	Occasionally	Sometimes	Frequently
1. I work under incompatible policies and guidelines.					
2. I work beyond my duties and responsibilities					
3. I have to work under vague directives or orders.					
4. My workload is too heavy and don't have time for my carrier development					

<p style="text-align: center;">SECTION - C Employee Development</p>	<p>Very Unlikely</p>	<p>Unlikely</p>	<p>Neither Likely Nor Unlikely</p>	<p>Likely</p>	<p>Very Likely</p>
1. Possibility to learn others' job duties					
2. Employees are developed in order to be ready for advancement into key roles?					
3. Have you ever been trained by your supervisor for his/her job duties?					
4. Have you ever train your co-workers for your job duties?					
<p style="text-align: center;">SECTION - D Current Succession Planning Practice</p>	<p>Yes</p>		<p>No</p>		<p>I Don't Know</p>
1. Is there anyone who can replace your position in case if you leave the organization?					
2. Is there a system for employee's competencies gap analysis in place?					
3. Did you get a chance to work in your supervisor roles/ delegated in the absence of your supervisor?					
4. Department inspires your best job performance					
5. Are you satisfied with the advancement or promotion opportunities within the organization?					
6. Do you plan to leave the organization very soon?					

I would like to thank you for your time and response.

Appendix II: Interview Questions

1. Is there a well-defined succession planning policy in the organization?
2. Does the organization HR policies and procedure align with the succession planning system?
3. Which department/section is responsible for the design and revises the existing succession planning system?
4. What are the internal barriers that can affect the succession planning system in the organization?
5. Are you timely communicating and create awareness how the succession planning system function in the NRC for your subordinates?
6. What types of mechanisms are planned by the organization to attract new employee, motivate and retain the existing employees?
7. How many people have you referred for employment with succession planning systems in your employment of NRC?
8. Is the organization performance system linked with succession planning system?
9. What is the organization means of getting the results of the succession planning system?
10. Do you think NRC can a role model organization for applying succession planning practice?

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Abraraw Chane (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Name

St. Mary's University, Addis Ababa

Signature

June, 2019

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as university advisor.

Advisor

St. Mary's University, Addis Ababa

Signature

June, 2019