

A STUDY ON SUCCESSION PLANNING FOLLOWED IN THE PRIVATE UNIVERSITY

Ms. Nimisha Jariwala,

Teaching Assistant, UKA Tarsadia University

Abstract

Succession planning is the essence of the modern leadership program and talent management. The purpose of the study was to elicit perspectives from educators concerning succession planning implementation in the university. A questionnaire was circulated to Associate Professors, Assistant Professors and office bearers for survey. The data were analyzed by statistical techniques namely; Wilcoxon one sample test, cross tabulation and shapiro wilk test and frequency distribution. The study found that there was a significant correlation between the age and respondents' perception towards talent identification in the university. A study revealed that top management support, Performance evaluation, and training and development are important factors of succession planning. This paper is useful to get a better understanding of leadership practices used in the academia. The research conclude that the Professors have affirmative views for the succession practices followed in the university.

Keywords: Succession planning, Perspectives, University

1. Introduction

Succession planning

Succession planning, as a formal concept, was initially related to family businesses and how management of the business was to be passed down through the generations. With the emergence of corporations and the demand for continuity in leadership to reassure stakeholders of an organization's capability and stability, succession planning has become formalized in business. Succession planning focuses on identifying and promoting retention of experienced and skilful employees, and not just any available person, who are poised to fill management position when the opportunity arises.

Succession planning provided an important mechanism by which organizations could rapidly adapt to a changing competitive environment. Friedman (1986)¹ differentiated succession plan from a succession event by using the term “succession system.” In this definition, he clearly mentions that succession plan is an ongoing process instead of a single change event. Different authors provide different descriptions of succession planning and the associated concepts. Sometimes, there is inexact usage of the terms as organizations and authors tend to use them interchangeably (Berke, 2005)². Succession planning defined by Nadler-Moodie & Croce (2012; p. 357) as a process of identifying and developing in-house talent with employees who have enough potential to take up the key positions in an organisation with such a process increasing the availability of experienced and capable people who are prepared to assume such roles if and when they become available. It is seen as a vital part of any business strategy to seeks and manage the smooth transition between the current and future owners or management of a business (Staehr, 2015; Ryan & Power, 2010). Succession planning is an intentional and systematic way to prepare for the future and helps to anticipate and plan for the impacts of any transition in ownership or personnel (Pandey & Sharma, 2014; Simoneaux & Stroud, 2014; Lussier & Sonfield, 2012)³. Succession planning and management programs focus on a systematic process for developing individuals to move into key positions within an organization (Harrison, McKinnon & Terry, 2006; Michaels, Handfield-Jones & Axelrod, 2001)⁴. These positions could be limited to the most senior executive positions or could apply to a broader plan for many levels of management within the organization.

(Mateso, 2010), Studied Succession Planning and management efforts at Midwestern University. Informal Succession planning is adopted in the certain administrative units and colleges. Organization culture, leadership challenges, hinder hiring and promotion policies and financial limitations are factors leads to make ineffective succession planning.(González, 2010) Revealed that some woman minoprevail plan includes measures to identifying potential candidates early and feedback.

(Renihan, 2012), Elicited perspectives from teachers and administrators for leadership succession for leadership roles in schools. The electronic survey and focus group methods were used. School administrators, teachers, directors and board chairs participated. Most teachers have a positive perception about acquiring leadership positions in upcoming years. Most administrators stated lack of central support is the main obstacle for their growth.

¹ Friedman, S. D. (1986). Succession systems in large corporations: Characteristics and correlates of performance. *Human Resource Management*, 25(2), 191-213.

² Berke, D. (2005, Jarnuary). Succession planning and management: A guide to organizational systems and practices. Retrieved from Business Source Complete database.

³ Pandey, S. & Sharma, D. (2014). Succession Planning Practices and Challenges: Study of Indian Organisations, *Procedia Economics and Finance*, Vol. 11(1), 152-165.

⁴ Harrison, M., McKinnon, T. & Terry, P.(2006). Effective succession planning-How to design and implement a succession plan. *Training and Development*, October 2006, 22-23.

(LK., 2020), provided comprehensive detail on succession planning in nursing education. A qualitative descriptive research methodology was used. Academic administrative staffs were selected as a sample. Open ended, web based questionnaire provided. The talent management and succession planning implementation strategies, advantages and obstacles were identified. The study revealed that the succession should be included in the strategic plan for nursing education for filling leading roles.

(Deborah DeZure, Allyn Shaw and Julie Rojewski, 2013), indicated formal and informal leadership roles. Some faculties willing for informal participation for leadership positions and it will enhance their leadership skills. One important challenge that is economic downturns significantly affect on succession planning implementation.

(Abd Rahman Ahmad, Tan Zan Ming, Hairul Rizad Md Sapry, 2020) , explored the process of succession planning at higher education institutions in Malaysia. The data were collected through structured interview and purposive sampling was used. The study indicated that autonomy to the higher education institutions is important for implementation of succession planning. All academician and administrators showed positive attitude towards succession planning program followed in the institutions.

(Morgan, 2014), Determined relationship between perceived capacity and practice required for filling leadership positions. Quantitative approach was adopted and cross sectional survey conducted. Assistant principal's capabilities, experiences and personal characteristics are important for school's growth.

(Dr. Suruchi Pandey, Deepesh Sharma, 2014) Identified difficulty in finding successful management candidates in the indian organizations. There is a critical need of for succession planning. Loss of key talent, technological issues and lack of assessment considered as a main causes of poor formation of talent pool for future needs.

(M. Ogbari, F.A. Akinyele, and K. Dibia , 2015) examined the effect of succession planning and its impact on organizational survival in Nigeria. Survey and cross-sectional research design used. 50 participants of top and middle management were participated in the survey. Hypothesis and correlation techniques were used. The study concluded that there is a significant impact of succession planning on organizational survival and positive impact of career development on organizational survival in Covenant University.

2 Purpose, Research Design and Data collection method

Problem statement:

Succession planning implementation is informal and reactive approach in some academia. It is essential to prepare formal succession plan for vacant leading positions in the future. Sustainable leadership is a key issue in the academic sector.

3.1` Research objectives

- To study on succession planning practices followed in the private university.
- To know the perceptions of employees for succession planning implementation in the institutions.

3.2 Research and sample design

- **Research design:** Descriptive research
- **Sample size:**40
- **Sampling method:** Judgmental sampling
- **Statistical techniques:** Chi square and Wilcoxon one sample test, Frequency distribution and Shapiro Wilk test

3.3 Data collection Methodology:

- The primary data collected through structured questionnaire.
- The secondary data collected from online sources.

4. Data analysis, findings and conclusion

Data Analysis

Normality test

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Statements [1. Your institution has implemented succession planning programme.]	.185	40	.001	.867	40	.000

Statements [2. The top management initiates leadership legacy planning discussion with the employees.]	.217	40	.000	.895	40	.001
3. The higher authority is fairly evaluating performance of employees.	.229	40	.000	.828	40	.000
Statements 4. Senior and experienced staffs have been getting promotion in the institution.]	.236	40	.000	.781	40	.000
Statements [5. The institute owner identifies potential talent and develops staff at the senior and middle levels.]	.213	40	.000	.842	40	.000
Statements [6. New members in the organization have access proper opportunities to develop their leadership potential.]	.312	40	.000	.757	40	.000
Statements [7. Creativity and intelligence should be promoted rather than experience.]	.391	40	.000	.724	40	.000
Statements [8. Institution has a good culture where, others are showing care and concern towards each other.]	.241	40	.000	.822	40	.000
Statements [9. You get appropriate authority to perform tasks.]	.316	40	.000	.745	40	.000

Statements [10. Employees do not always get training to fill leadership positions in the institutions.]	.244	40	.000	.846	40	.000
Statements [11. Employees are motivated to do challenging work.]	.263	40	.000	.769	40	.000
Statements [12. Your work is recognized and rewarded by top management.]	.219	40	.000	.854	40	.000
Statements [13. Employees training are important factor in the succession planning programme.]	.269	40	.000	.787	40	.000
Statements [14. Succession planning is the essential process in the modern institutions.]	.285	40	.000	.758	40	.000
Statements [15. Poor succession planning leads to failure of the institution.]	.241	40	.000	.797	40	.000
Statements [16. Undeserving people at the high job positions can create disastrous outcomes.]	.228	40	.000	.823	40	.000
Statements [17. Good succession planning indicates higher employees' retention.]	.389	40	.000	.700	40	.000
Statements [18. Institution has been conducting employee development programs for upgrading employees' knowledge and skills.]	.261	40	.000	.726	40	.000

Statements [19. I'm satisfied with the advancement or promotion opportunity provided within institution.]	.277	40	.000	.790	40	.000
---	------	----	------	------	----	------

a. Lilliefors Significance Correction

Interpretation:-

H0: The data are normally distributed.

H1: The data are not normally distributed.

From the above table it is shows that the Sig. value of the test is lower than P value 0.05. Therefore; the data is significantly deviate from a normal distribution. The data is not normally distributed.

Age * Statements [5. The institute owner identifies potential talent and develops staff at the senior and middle levels.]

Crosstab

Count

		Statements [8. Institution has a good culture where, others are showing care and concern towards each other.]					Total
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Age	20-30	3	0	2	2	2	9
	31-40	0	0	2	11	7	20
	41-50	0	2	3	0	0	5
	>51	0	0	0	0	6	6
Total		3	2	7	13	15	40

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	47.003 ^a	12	.000
Likelihood Ratio	42.142	12	.000
Linear-by-Linear Association	4.276	1	.039
N of Valid Cases	40		

a. 18 cells (90.0%) have expected count less than 5. The minimum expected count is .25.

H0: There is no association between age and perceptions of employees for talent identification and development.

H1: There is association between age and perceptions of employees for talent identification and development.

The P value is 0.000 that is less than standard value 0.005 so null hypothesis rejected. So; there is association between age and perceptions of employees for talent identification and development.

Statements [1. Your institution has implemented succession planning programme.]

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	5.0	5.0	5.0
Disagree	2	5.0	5.0	10.0
Neutral	14	35.0	35.0	45.0
Agree	10	25.0	25.0	70.0
Strongly agree	12	30.0	30.0	100.0
Total	40	100.0	100.0	

From the above table it can be said that; 35% of the total respondents have a neutral opinion about succession planning implementation in their institutes.30% respondents are strongly agree with the statement.

Statements [2. The top management initiates leadership legacy planning discussion with the employees.]

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	3	7.5	7.5	7.5
Disagree	6	15.0	15.0	22.5
Neutral	9	22.5	22.5	45.0
Agree	13	32.5	32.5	77.5
Strongly agree	9	22.5	22.5	100.0
Total	40	100.0	100.0	

From the above table it can be said that; 32.5% of the total respondents are agree that the top management initiates leadership legacy planning discussion with the employees. Only 7.5% respondents have a contradictory view.

3. The higher authority is fairly evaluating performance of employees.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	5	12.5	12.5	12.5
Disagree	5	12.5	12.5	25.0
Neutral	6	15.0	15.0	40.0
Agree	8	20.0	20.0	60.0
Strongly agree	16	40.0	40.0	100.0
Total	40	100.0	100.0	

From the above table it can be said that; 40% and 20% of the total respondents are Strongly agree and agree about that their higher authority is fairly evaluating performance of employees. 12.5% are strongly disagree with the statement.

Statements 4. Senior and experienced staffs have been getting promotion in the institution.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	5.0	5.0	5.0
Neutral	7	17.5	17.5	22.5
Agree	14	35.0	35.0	57.5
Strongly agree	17	42.5	42.5	100.0
Total	40	100.0	100.0	

From the above table it can be said that; 42.5% of the total respondents are strongly agree with the statement that Senior and experienced staffs have been getting promotion in the institution. Only 5% respondents are disagreeing with the statement

Statements [6. New members in the organization have access proper opportunities to develop their leadership potential.]

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	5	12.5	12.5	12.5
Agree	15	37.5	37.5	50.0
Strongly agree	20	50.0	50.0	100.0
Total	40	100.0	100.0	

From the above table it can be said that; 50% of the total respondents are strongly agree with the statement that new members in the organization have access proper opportunities to develop their leadership potential. 12.5% of the total respondents have a neutral opinion.

Statements [7. Creativity and intelligence should be promoted rather than experience.]

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	3	7.5	7.5	7.5
Disagree	2	5.0	5.0	12.5
Neutral	4	10.0	10.0	22.5
Agree	26	65.0	65.0	87.5
Strongly agree	5	12.5	12.5	100.0
Total	40	100.0	100.0	

From the above table it can be said that; 65% of the total respondents are agree with the statement that Creativity and intelligence should be promoted rather than experience.

Statements [8. Institution has a good culture where, others are showing care and concern towards each other.]

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	3	7.5	7.5	7.5
Disagree	2	5.0	5.0	12.5
Neutral	7	17.5	17.5	30.0
Agree	13	32.5	32.5	62.5
Strongly agree	15	37.5	37.5	100.0
Total	40	100.0	100.0	

From the above table it can be interpret that; 37.5% and 32.5% of the total respondents are strongly agree and agree with the statement that is Institution has a good culture where, others are showing care and concern towards each other.

Statements [9. You get appropriate authority to perform tasks.]

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	3	7.5	7.5	7.5
Disagree	2	5.0	5.0	12.5
Neutral	2	5.0	5.0	17.5
Agree	17	42.5	42.5	60.0
Strongly agree	16	40.0	40.0	100.0
Total	40	100.0	100.0	

From the above table it can be interpret that; 42.5% and 40% of the total respondents are agree and strongly agree with the statement that they are getting proper authority to perform tasks.

Statements [10. Employees do not always get training to fill leadership positions in the institutions.]

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	12	30.0	30.0	30.0
Disagree	7	17.5	17.5	47.5
Neutral	15	37.5	37.5	85.0
Agree	6	15.0	15.0	100.0
Total	40	100.0	100.0	

Interpretation: From the above table it can be said that 37.5% of total respondents have a neutral view that employees do not always get training to fill leadership positions in the institutions and 30 % respondents are disagree that they are not getting training to fill leadership positions.

Statistics

	Statements [10. Employees do not always get training to fill leadership positions in the institutions.]	Statements [11. Employees are motivated to do challenging work.]	Statements [12. Your work is recognized and rewarded by top management.]	Statements [13. Employees training are important factor in the success on planning program me.]	Statements [14. Succession planning is the essential process in the modern institution ns.]	Statements [15. Poor success on planning leads to failure of the institution on.]	Statements [16. Underserving people at the high positions can create disastrous outcome s.]	Statements [17. Good success on planning indicate s higher employees' retention n.]	Statements [18. Institution has been conducting employee development program s for upgrading employees' knowledge and skills.]	Statements [19. I'm satisfied with the advancement or promotion opportunity provided within institution n.]
N	40	40	40	40	40	40	40	40	40	40
Valid	40	40	40	40	40	40	40	40	40	40
Missing	0	0	0	0	0	0	0	0	0	0
Mean	2.375	4.275	3.675	4.250	4.225	4.200	3.850	4.225	4.325	3.725
Median	3.000	4.000	4.000	4.000	4.000	4.000	4.000	4.000	4.000	4.000
Mode	3.0	5.0	5.0	5.0	4.0	4.0	4.0	4.0	4.0	5.0

Statements [11. Employees are motivated to do challenging work.]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	5.0	5.0	5.0
	Neutral	3	7.5	7.5	12.5
	Agree	17	42.5	42.5	55.0
	Strongly agree	18	45.0	45.0	100.0
	Total	40	100.0	100.0	

From the table it can be said that; majority of employees are strongly agree and agree with the statement that employees are motivated to do challenging work.

Statements [12. Your work is recognized and rewarded by top management.]

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	3	7.5	7.5	7.5
Disagree	5	12.5	12.5	20.0
Neutral	9	22.5	22.5	42.5
Agree	8	20.0	20.0	62.5
Strongly agree	15	37.5	37.5	100.0
Total	40	100.0	100.0	

From the above table it can be said that; majority that is 37.5% respondents are strongly agree with the statement that their work is recognized and rewarded by top management and 22.5% respondents have neutral views for it.

Statements [13. Employees training are important factor in the succession planning programme.]

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	7	17.5	17.5	17.5
Agree	16	40.0	40.0	57.5
Strongly agree	17	42.5	42.5	100.0
Total	40	100.0	100.0	

From the above table it can be said that; majority that is 42.5% respondents are strongly agree and 40 % respondents are agree with the statement that their training are important factor in the succession planning programme.

Statements [14. Succession planning is the essential process in the modern institutions.]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	5.0	5.0	5.0
	Neutral	2	5.0	5.0	10.0
	Agree	21	52.5	52.5	62.5
	Strongly agree	15	37.5	37.5	100.0
	Total	40	100.0	100.0	

From the above table it can be said that; majority that is 52.5% respondents are agree and 37.5% respondents are strongly agree with the statement that succession planning is the essential process in the modern institutions.

Statements [15. Poor succession planning leads to failure of the institution.]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	7	17.5	17.5	17.5
	Agree	18	45.0	45.0	62.5
	Strongly agree	15	37.5	37.5	100.0
	Total	40	100.0	100.0	

The above table shows that; majority of respondents are agree and strongly with the statement that Poor succession planning leads to failure of the institution.

Statements [16. Undeserving people at the high job positions can create disastrous outcomes.]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	7.5	7.5	7.5
	Neutral	10	25.0	25.0	32.5
	Agree	14	35.0	35.0	67.5
	Strongly agree	13	32.5	32.5	100.0
	Total	40	100.0	100.0	

The above table shows that; 35% and 32.5% of the total respondents are agree and strongly agree with the statement that Undeserving people at the high job positions can create disastrous outcomes.

Statements [17. Good succession planning indicates higher employees' retention.]

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	2	5.0	5.0	5.0
Agree	27	67.5	67.5	72.5
Strongly agree	11	27.5	27.5	100.0
Total	40	100.0	100.0	

From the above table it can be said that; majority that is 67.5% respondents are strongly agree with the statement that Good succession planning indicates higher employees' retention.

Statements [18. Institution has been conducting employee development programs for upgrading employees' knowledge and skills.]

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	2	5.0	5.0	5.0
Neutral	1	2.5	2.5	7.5
Agree	19	47.5	47.5	55.0
Strongly agree	18	45.0	45.0	100.0
Total	40	100.0	100.0	

From the above table it can be said that; 47.5% and 45% respondents are strongly agree and agree with the statement that institution has been conducting employee development programs for upgrading employees' knowledge and skills.

Statements [19. I'm satisfied with the advancement or promotion opportunity provided within institution.]

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	6	15.0	15.0	15.0
Disagree	2	5.0	5.0	20.0
Neutral	4	10.0	10.0	30.0
Agree	13	32.5	32.5	62.5
Strongly agree	15	37.5	37.5	100.0
Total	40	100.0	100.0	

From the above table it can be said that; that is majority of respondents respondents are strongly agree and agree that they are satisfied with the advancement or promotion opportunity provided within institutions.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Statements [11. Employees are motivated to do challenging work.] equals 4.000.	One-Sample Wilcoxon Signed Rank Test	.044	Reject the null hypothesis.
2	The median of Statements [12. Your work is recognized and rewarded by top management.] equals 4.000.	One-Sample Wilcoxon Signed Rank Test	.131	Retain the null hypothesis.
3	The median of Statements [13. Employees training are important factor in the succession planning programme.] equals 4.000.	One-Sample Wilcoxon Signed Rank Test	.041	Reject the null hypothesis.
4	The median of Statements [14. Succession planning is the essential process in the modern institutions.] equals 4.000.	One-Sample Wilcoxon Signed Rank Test	.078	Retain the null hypothesis.
5	The median of Statements [15. Poor succession planning leads to failure of the institution.] equals 4.000.	One-Sample Wilcoxon Signed Rank Test	.088	Retain the null hypothesis.
6	The median of Statements [16. Undeserving people at the high job positions can create disastrous outcomes.] equals 4.000.	One-Sample Wilcoxon Signed Rank Test	.588	Retain the null hypothesis.
7	The median of Statements [17. Good succession planning indicates higher employees' retention.] equals 4.000.	One-Sample Wilcoxon Signed Rank Test	.013	Reject the null hypothesis.
8	The median of Statements [18. Institution has been conducting employee development programs for upgrading employees' knowledge and skills.] equals 4.000.	One-Sample Wilcoxon Signed Rank Test	.014	Reject the null hypothesis.
9	The median of Statements [19. I'm satisfied with the advancement or promotion opportunity provided within institution.] equals 4.000.	One-Sample Wilcoxon Signed Rank Test	.327	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The median of Statements [10. Employees do not always get training to fill leadership positions in the institutions.] equals 3.000.	One-Sample Wilcoxon Signed Rank Test	.001	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Alternative hypothesis

H1: The population median is less than hypothesized median.

Findings:

- There is association between age and perceptions of employees for talent identification and development.
Maximum responses falls between strongly agree and agree:
- Majority of respondents respondents are neutral and strongly agree about succession planning implementation in their institutes.
- 40% and 20% of the total respondents are Strongly agree and agree that is their higher authority is fairly evaluating performance of employees.
- 50% of the total respondents are strongly agree with the statement that new members in the organization have access proper opportunities to develop their leadership potential.
- 65% of the total respondents are agree with the statement that Creativity and intelligence should be promoted rather than experience.
- 37.5% and 32.5% of the total respondents are strongly agree and agree with the statement that is Institution has a good culture where, others are showing care and concern towards each other.
- 42.5% and 40% of the total respondents are agree and strongly agree with the statement that they are getting proper authority to perform tasks.
- 37.5% of total respondents have a neutral view that employees do not always get training to fill leadership positions in the institutions and 30 % respondents are disagree that they are not getting training to fill leadership positions.
- Majority of employees are strongly agree and agree with the statement that employees are motivated to do challenging work.

- 37.5% respondents are strongly agree with the statement that their work is recognized and rewarded by top management and 22,5% respondents have neutral views for it.
- From the above table it can be said that; majority that is 42.5% respondents are strongly agree and 40 % respondents are agree with the statement that their training are important factor in the succession planning programme.
- is 52.5% respondents are agree and 37.5% respondents are strongly agree with the statement that succession planning is the essential process in the modern institutions.
- Majority of respondents are agree and strongly with the statement that Poor succession planning leads to failure of the institution.
- 35% and 32.5% of the total respondents are agree and strongly agree with the statement that Undeserving people at the high job positions can create disastrous outcomes.
- Majority that is 67.5% respondents are strongly agree with the statement that good succession planning indicates higher employees' retention.
- 47.5% and 45% respondents are strongly agree and agree with the statement that institution has been conducting employee development programs for upgrading employees' knowledge and skills.
- Majority of respondents respondents are strongly agree and agree that they are satisfied with the advancement or promotion opportunity provided within institutions.

Conclusion:

The study concluded that employees have a succession planning implementation in their university. The training for leadership positions is one of the important factor affects to the succession planning. Majority of respondents have optimistic views about their performance evaluation and institute culture. They are satisfied with the advancement and promotion opportunity provided within institutions. Employees suggest that creativity and intelligence should promote rather than experience. Succession planning is the essential process in the modern institutions. Employees believe that succession planning indicates higher employees' retention in the university.

References

Friedman, S. D. (1986). Succession systems in large corporations: Characteristics and correlates of performance. *Human Resource Management*, 25(2), 191-213.

Berke, D. (2005, January). Succession planning and management: A guide to organizational systems and practices. Retrieved from Business Source Complete database.

Pandey, S. & Sharma, D. (2014). Succession Planning Practices and Challenges: Study of Indian Organisations, *Procedia Economics and Finance*, Vol. 11(1), 152-165

Bibliography

Abd Rahman Ahmad, Tan Zan Ming, Hairul Rizad Md Sapry. (2020). Effective Strategy for Succession Planning in Higher Education Institutions. *Journal of Education and e-Learning Research*, 203-208.

Best Practices in Succession planning. (2014). *Hanover Research*.

Deborah DeZure, Allyn Shaw and Julie Rojewski. (2013). CULTIVATING THE NEXT GENERATION OF ACADEMIC LEADER.

Dr. Suruchi Pandey, Deepesh Sharma. (2014). Succession Planning Practices and Challenges: Study of Indian. *Elsevier*, 152-165.

González, C. (2010). LEADERSHIP, DIVERSITY AND SUCCESSION PLANNING IN ACADEMIA. *UNIVERSITY OF CALIFORNIA, BERKELEY*.

González, C. (2010). *LEADERSHIP, DIVERSITY AND SUCCESSION PLANNING IN ACADEMIA*. California: UNIVERSITY OF CALIFORNIA, BERKELEY.

LK., P. (2020). Succession planning in nursing education. *Elsevier*.

M. Ogbari, F.A. Akinyele, and K. Dibia . (2015). SUCCESSION PLANNING AND ITS IMPACT ON ORGANIZATIONAL SURVIVAL IN UNIVERSITY. www.transcampus.org/journal.

Mateso, P. E. (2010). UNDERSTANDING SUCCESSION PLANNING AND MANAGEMENT EFFORTS.

Morgan, T. L. (2014). Understanding the Leadership Capacity and Practice of Assistant principals. *University of Denver*.

Parfitt, C. M. (2017). Creating a Succession-Planning Instrument for educational leadership. *ICPEL Education Leadership Review*.

Parfitt, C. M. (2017). Creating a Succession-Planning Instrument for Educational leadership. *ICPEL Education Leadership Review*.

Renihan, P. J. (2012). Leadership Succession for Tomorrow's Schools . *Procedia - Social and Behavioral Sciences , Elsevier*.

ANEXURE

QUESTIONNAIRE

1. Name: _____

2. Age: _____

a. 20-30

b. 31-40

c. 41-50

d. 51 >

3. Working experience: _____

a. Less than 1 year

b. 1-5 years

c. 6 - 10 years

d. More than 10 years

4. What extent you agree or disagree with the following statements?

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Your institution has implemented succession planning programme.					
2. The top management initiates leadership legacy planning discussion with the employees.					
3. Senior and experienced staffs have been getting promotion in the institution.					
4. The higher authority is fairly evaluating performance of employees.					
5. The institute owner identifies potential talent and develops staff at the senior and middle levels.					
6. New members in the organization have access proper opportunities to develop their leadership potentials.					
7. Creativity and intelligence should be promoted rather than experience.					

8. Institution has a good culture where, others are showing care and concern towards each other.					
9. You get appropriate authority to perform tasks.					
10. Employees do not always get training to fill leadership positions in the institutions.					
11. Employees are motivated to do challenging work.					
12. Your work is recognized and rewarded by top management.					
13. Employees training are important factor in the succession planning programme.					
14. Succession planning is the essential process in the modern institutions.					
15. Poor succession planning leads to failure of the institution.					
16. Undeserving people at the high job positions can create disastrous outcomes.					
17. Good succession planning indicates higher employees' retention.					
18. Institution has been conducting employee development programs for upgrading employees' knowledge and skills.					
19. I'm satisfied with the advancement or promotion opportunity provided within institution.					