



Effects of Succession Management on Organization Performance on Selected Firms in Nigeria

Faleye, Olubunmi Christianah¹, Aremu, Foyekemi Eunice¹, Agbetuyi, Opeyemi Helen², Adeyemo, Foluke Helen¹ & Adekanmbi, John Ayodele¹

¹ Department of Business Administration and Accounting
Bamidele Olumilua University of Education, Science and Technology
Ikere-Ekiti, Nigeria,

²Department of Accounting, Ekiti State University, Ado-Ekiti, Nigeria
E-mails: faleye.olubunmi@bouesti.edu.ng, saybummy@yahoo.com

ABSTRACT

This study examined the effects of succession management on the organization and the various methods of influencing succession management. Questionnaires was used for data collection. Data were analyzed using percentage and frequency distribution tables. The results of the study showed a correlation between management succession and organizational performance, although the method of succession used by a company does not have a significant effect on organizational success. It was concluded that every organization is different, and each needs to develop a succession plan that meets its specific needs and guides the process. Succession management is an indispensable factor in organizations that strive for continuity of operations. A well-designed succession program prepares the company for growth and ensures that the right person is available when the company changes. The study recommended that the succession management process should include skill sets instead of selecting individuals for particular needs of the current job, and competencies help organizations bridge the gap between strategic goals and current performance through learning and development strategies in order to provide a framework for identifying potential and individual development plans and performance evaluation.

Keywords: Succession, Planning, Management, Organization, Effective, Performance

Journal Reference Format:

Faleye, O.C., Aremu, F.E., Agbetuyi, O.H., Adeyemo, F.H. & Adekanmbi, J.A. (2023): Effects of Succession Management on Organization Performance on Selected Firms in Nigeria. *Humanities, Management, Arts, Education & the Social Sciences Journal*. Vol. 11. No. 3, Pp 82-94. www.isteams.net/humanitiesjournal. [dx.doi.org/10.22624/AIMS/HUMANITIES/V11N3P6](https://doi.org/10.22624/AIMS/HUMANITIES/V11N3P6)

1. INTRODUCTION

Succession management is increasingly seen as a key influencing factor for corporate success. Effective succession planning ensures that organizations have competent and knowledgeable managers to ensure their growth. Despite the dominance of large corporations in the Nigerian economy, executive succession planning is largely neglected.



Many people still don't realize that succession planning is an important part of the stability and continuity of a company's leadership. In today's global competitive environment, human capital is an organization's most important asset and often differentiates successful companies from unhealthy ones.

However, many companies focus almost exclusively on recruitment and training in their relentless effort to create a strong, high-performing workforce. They ignore succession planning, which is perhaps the most important factor in building an organization capable of achieving its strategic goals. Kevin and others. (2002). Work must continue without compromising the quality of service for the benefit of all organizations. This shows that the organization is committed to continuity and uninterrupted service, based on the employment of competent and forward-looking organizational leaders because the quality and depth of the manager is the key to success in the short and long term.

According to Heinz and Harold (1994), managers have a responsibility to act in such a way that people can contribute more to group goals. They create company culture, set performance standards, motivate employees, make the company special and act as a symbol of the external environment. Importantly, these leadership roles are consistently important in any organization. Succession management today requires more than an org chart that shows who is in what position within the company.

Best practice organizations use succession planning to develop and maintain strong leadership, ensuring that they cover all the skills and competencies required in today's business environment. Succession planning is also a very effective tool for motivating and retaining executives. Pension eligibility is likely to increase, so leadership needs to be developed from within to improve morale and have qualified personnel ready for leadership positions.

Different scholars have defined leadership succession structures in different ways, depending on their purpose. Some see it as a management adjustment that provides opportunities for manager deployment and manager replacement, while others see it as a permanent event in any organization. With this in mind, ensuring that leaders are in the right place at the right time is critical to any successful organization. Therefore, succession planning involves attracting employees, developing their skills and abilities, preparing them for promotion and retaining them, to ensure that the organization's investment in training is effective. So the demand for stability does not reduce the cost of change. It is commonly believed that people like change because change brings new things. According to Pinder and Walter (1984),

When a person's position changes, and so does the group of people they work with, there is great opportunity to try and experiment with new things. Now is the time for personal and organizational renewal. It is noteworthy that despite changes and developments in the business environment, some companies still view succession planning as a time-consuming task, assuming that the future is uncertain and will resolve itself in any event. worthy of the above facts and the failure of organizations to consider the impact of management's succession planning and management's attitudes towards succession approaches make this investigation highly urgent.



To achieve superior succession management outcomes, organizations must develop effective and highly focused strategies that focus on organizational excellence. This study examined the need for succession planning, the nature of succession, and approaches to succession management.

2. LITERATURE REVIEW

2.1 Succession Management

The concept of succession management is to recruit and evaluate employees to ensure that company management can play important roles in their company and play in Akinyele, Ogbari and Akinyele Dibia (2015) It should be with the process that you want to strengthen Asan, (2018) It is the process of finding and evaluating potential successors in preparation for current and future employment prospects within the company. In addition, succession planning requires identifying successors and engaging key individuals within the organization to ensure long-term involvement and commitment (Dauda, 2013) Succession planning is a dynamic and ongoing process of identifying, evaluating and developing future leadership candidates. It is also used to assess, develop and recognize key contributors who can meet future strategic and operational needs.

The main purpose of hiring an organization is the effective use of existing human resources. The unpredictability of the future can cause anxiety and feelings of inadequacy. Therefore, it is important to be able to understand and manage such emotions in order to avoid the void that sudden departures and management changes create in your company. Achumba (1989) defines management success as the process by which an organization replaces employees in a manner that does not compromise continuity and profitability. From the above definition, succession management is the process of identifying, preparing to promote, and retaining potential employees for key positions to ensure that the organization's training investments are effective. I can guess. A good understanding of management succession requires a basic understanding of the need for succession planning.

2.2 Necessity of management succession planning

As the size of the company grows, it is necessary to consider management succession planning. Hackett (1979) observed that the need for organizations to ensure that steps were taken to fill vacant managerial positions necessitated that individuals be given opportunities for advancement. Organizationally, this means that executive succession planning exposes opportunities and threats to corporate resources, while providing opportunities for individuals to participate in planned development programs. Walker (1980) states in his paper that succession planning helps organizations to ensure that they consider the best managers to fill important managerial posts. Burack and Mathys (1980) see this as a process of constant renewal.

Succession planning focuses on three main areas. First, it addresses the needs of the organization as senior management ages. There are such cases when leaders, especially directors, lead organizations for years. During this time, business practices and processes are solidified and day-to-day issues arise. In many cases, companies neglect succession planning and lack the necessary personnel for leadership positions. Lack of succession planning can be devastating, if at all, when an organization's leaders retire and no one is ready to take over the top positions. Succession planning also helps organizations prepare for the unexpected.



It's hard to plan for the unimaginable, but the sudden illness or death of a key executive can affect an entire organization, having a huge impact on both management and employees, and disrupting an organization's business plans. May interfere with the ability to perform finally, succession planning ensures that your organization has the right staff to operate at peak efficiency.

Many companies today strive to identify their key goals and business objectives and shape their workforce accordingly. Leaders and senior managers play a key role in defining such an organization, but specific skills and competencies are required throughout the organization. In addition to creating organizational hierarchies, succession planning helps companies assess human capital and better understand gaps. It also helps organizations manage change holistically.

2.3 Methods of Succession

The key success factors in managing corporate succession, identified four main types of succession: Succession to the throne: Succession to the throne was recognized early on as a way to create space for succession his education Kolade (2001) In this case, there is a possibility of accepting the election of the president of the republic. This model is considered "natural" and therefore less complicated, but is considered the least meritocratic method. Horse racing: Here insiders compete against each other in competition (open or silent). Tabs are known in advance, lobbying and trolling are allowed. This pattern can lead to conflict and factionalism within the organization. However, it is generally considered fairer than the royal succession approach.

Coup: This marked the violent and involuntary removal of the incumbent president. Here, preferences are known in advance, but information is not published across the board. Overall, this mod is pretty boring.

Search: Here the inheritance is disclosed to both domestic and foreign parties. Preferences are not known in advance, but subordinates are usually chosen last. The desire to develop a succession plan was strongly related to this experience. The level of education has also influenced the practice of inheritance. H. The more educated small business owners are, the more likely they are to consider succession planning. The presence of women and children also influenced the practice of succession, as well as the desire to leave a legacy and to lead purposefully. Fayomi, Fields, Arogundade, Awotunde, Ijamusan and Onileowo (2019).

Any legacy approach must ensure business continuity. Succession management is about maintaining the continuity of the organization and its values. This means that regardless of the above changes, operations will continue as usual. H. The organization's performance is maintained at a minimum level and the intellectual capital that supports the organization's continued competitive advantage is maintained. The success or failure of the organization depends on the qualities of its leaders. Proper succession planning and succession management should be a systematic approach that helps organizations meet future challenges and sustain their performance.



2.4 Succession Management Approaches

The research identifies two approaches to succession management, which are classified as traditional and modern approaches. In the traditional approach, managers climb the pyramid and oversee larger and larger units until they are promoted through sales and other departments. However, this changed over time and was replaced by modern approaches. Modern approaches include:

- i. Identify and promote the development of people with leadership potential to ensure that the organization responds to current gaps and future needs to do this provides a mechanism to demonstrate the future advancement potential of highly qualified employees. Characteristics identified as important variables in retaining individuals with exceptional potential.
- ii. Promotion: Promotions for any position can come from a variety of sources, including people with good prospects and employees inside and outside the company. There are no assumptions or implied guarantees of progress through the performance of any particular development activity. Additionally, employees who were not initially considered for accelerated development may be considered retrospectively based on their performance and potential evaluation.
- iii. Appointed by those in authority: Some managers assume that they know the organization intimately and often rely on the candidate's knowledge. According to Walker (1980), "they act as sponsors or mentors of potential prospects". But the danger with such assumptions is that this undocumented knowledge disappears when managers leave the company. Second, a manager's reasons for choosing one candidate over another may be personal in nature and conflict with established policies in the organization.
- iv. Referrals to external expert sources: This is a mechanism that helps to innovate and update the leadership infrastructure within the organization and introduce new and challenging ideas. However, relying on this approach to attract employees from outside markets is risky and expensive.

2.5 Employees Roles in Succession Management

Michael Porter (1985) stated that organizational employees provide companies with a competitive advantage. Qualified and flexible employees allow companies to outperform their competitors with first-class service. According to Drucker (1979), it is management that enables the organization to achieve the desired social, economic and personal results. Administrative task. Management is a discipline. But managers are people too. All leadership presentations are leadership presentations. All errors are administrative errors. Manage people, not "forces" or "facts". The vision, commitment and integrity of leadership determine whether or not leadership exists.

Fayomi, Fields, Arogundade, Awotunde, Ijamusan, and Onileowo (2019) However, the desire to put succession plan into practice is strongly associated with experience and consequently the numbers of years a small scale manager has been operating. Similarly, Educational level of managers strongly influenced succession practices i.e. the more educated a manager is the more he tends to think of making plan for succession. As well, having wife and children strongly influenced succession practices. More importantly the desire to leave a legacy and provide a purposeful leadership strongly influence succession practices.



A company's success attracts the precise candidate as the successor manager depending on the candidate's ability to adapt to change and the ability to communicate the vision and the acceptance of the organizational structure. Depends on the efforts companies use to prepare them for work. A top-down, organization-centered approach to succession management, on the other hand, requires employees to be ready and willing to prepare for the next generation of leaders. A transactional view of employer-employee relationships suggests that companies should consider the goals and desires of their employees when developing them. Employees are more likely to participate in leadership development programs when their goals align with the company's succession plan. When they recognize the company's strategic goals, they move forward with enthusiasm that increases job security and marketability.

According to Patrick and Raymond (1996), employees are considered an organization's most valuable human resource. The role of the employee as a human resource is critical to the success of today's business as it meets the criteria to be a source of sustainable competitive advantage.

2.6 Factors Affecting Management Succession

Several factors influence management succession. These factors can arise inside or outside your organization and are not specific to any particular organization or country. These factors include: Environmental background some scholars (Griffin: 1997, Pascal and Athas 1981, Patrick and Raymond: 1996) believe that the environment influences leadership succession because the uncertainty and interdependence of the organizational environment affect the distribution of leadership. Indicating that it can affect power and control within an organization and the division also affects the selection and replacement of officers. Dibeault in Achumba (1989) reports that the complex business uncertainty faced by firms leads to a redistribution or transfer of power within firms for example, external shareholders may demand the replacement of the CEO when the company's survival depends on the continued support of various stakeholders. A CEO change can help change internal and external perceptions of a company's image and restore confidence in the future.

Organization Size

The size of your organization often determines which succession approach to use. Dalton and Kesner (1983) argue that large companies have more excellent management turnover than SMEs because they can secure capable managers who can resist the imposition of external CEOs. bottom. In his view, Kriesberg (1962) argued that inheritance is more common in large organizations than in small ones.

Politics

Researchers (Kenneth: 1999, Hackett: 1979, Kolade 2001) found that in most organizations appointments are politicized rather than based on merit or hard work, and are therefore arbitrary rather than rationalized. showed that This shows that politics cannot be ruled out and power in organizational leadership cannot be displayed through merit or hard work. Politics plays a key role in the recruitment process of managers in Nigeria. According to Zaleznik (1980), power and politics are inevitable facts of the life and succession of the organization.



Background and experience

Nwachukwu (1988) interpreted educational variables as external environmental constraints and reported that "the level of education in any country is likely to have a direct effect on the performance of managers in that country". William (1981) also argued that as organizations become more complex, there will undoubtedly be an increased focus on the skills, training, and other criteria of future organizational leaders. There is always a general impression that managers, especially senior management, have the ability to change jobs frequently. A critical look at the following factors shows that their previous experience in the organization is an important factor in choosing leadership positions. In this regard, Catherine and Martin (1994) report that in most of them for managers, learning doesn't end with a college or university degree. Instead, managers usually complete additional management courses through specialized university programs, developer training courses, or business programs offered by various industry organizations and vendors. The combination of these two elements helps to speed up or clarify the position.

Leadership Competencies

Levinson (1980) argued that no one person possesses all the characteristics of an ideal leader and that selection criteria vary from company to company and environment to environment. Some elements are emphasized more than others. Thompson (1987) suggested that organizations choose leaders who can lead under potentially critical conditions. In his work, Perrault (1961) suggested that as the challenges faced by organizations change, so do the characteristics of new business leaders. In his Levison, cited by Achumba (1989), he described 20 criteria for the selection of directors.

According to him, when evaluating people for high positions, it is important to know which aspects or personalities are the criteria for which job. CEO personality traits include passion, articulateness, dependability, maturity, dedication, sensitivity, success orientation, adaptability, sense of humor, vision, determination, personal organizational skills, integrity, including education.

Organizational Selection Techniques

In most cases, organizational and people inefficiencies and problems are caused by crude and poor selection processes, while choosing which patterns and techniques to use, Nwachukwu (1988) states that an organization may use internal or external recruiting antecedent or both. Depending on the size of the organization and the position in question, there are different approaches to succession management and different types of opportunities for employees to acquire specific skills, knowledge, and competencies.

Most of the companies surveyed focused their succession management efforts first on senior executive roles and then expanded the process to other critical roles at lower levels. Some companies identified lower-level critical roles first. B. IT professionals, statistical analysts and advanced processors. In some organizations, succession management focuses on professional roles where expertise is not available outside the organization and development is unlikely to be directed anywhere outside the organization. Succession management is not an end in itself, but rather a holistic organizational approach to workforce planning designed to ensure that the right people are in the right place at the right time and in the right numbers to achieve the organization's strategic goals.



Represents set of approaches. There is no simple template for implementing succession management processes. Each organization must develop a succession plan that meets its unique needs. Successful companies invest considerable time and resources in developing, hiring, and training skills and capabilities to gain a significant competitive advantage.

3. METHODOLOGY

The population of the study consisted of workers in construction companies in Nigeria. To enable generalization, samples were selected based on the following considerations:

- a) The company must have been in existence for at least 10 years.
- b) A company must have at least one successor in management since its inception.

In this context, a structured questionnaire was distributed to a total of 110 randomly selected respondents from publicly traded companies in the private sector of the Nigerian economy, only 90 of whom were interviewed. it was just a name. These respondents were senior, middle and junior managers in their respective organizations. The collected data were organized and tabulated using percentages, means and frequency distributions.

4. RESULTS

4.1 Leadership Success and Organizational Activity.

The result presented in Table 1 shows the respondents' views on the relationship between managerial succession and organizational performance

Table 1: Relationship Between Management Succession and Organizational Performance

Question	Option	Response	Percent
Does succession management have significant impact on organizational performance	Yes	63	70
	No	27	30
Total		90	100

Source: Survey Data (2023)

The results presented in Table 1: shows that 90 percent of respondents believe that management success has a significant impact on company performance, while 10 percent disagree. The respondents was asked if a well-planned management succession program would ensure organizational continuity. The results are shown in Table 2 below.



Table 2: Impact of Managerial Succession on Organizational Continuity

Question	Option	Response	Percent
Do you think Succession Management Practice ensures Continuity	Yes	80	89
	No	10	11
Total		90	100

Source: Survey Data (2023)

The results presented in table 2 shows that 90 percent of the respondents are of the view that succession management practices ensure continuity of firm while 10 percent hold a negative opinion about this. This led us to investigate the various approaches available to effecting succession management. Table 3 reports our findings. Table 3 shows that 60 percent of the respondent indicated that succession approach used in their firm is that of staff development within the company, while 7 percent are of the view that the method employed is that of open competition between staff and outsider, 13 percent viewed nominations from incumbents, while 20 percent of the respondents are of the view that recruitment is made from outside.

The respondents do not believe management succession in their organization is not handled by lobbying, jockeying and God-father-ism. This may be because the respondents were all private sector employees.

Table 3: Successions Methods Used by Nigerian Firms

S/N	Method of Succession	Respond	Percent
1	Staff Development	54	60
2	Open competition between	6	7
3	staff and outsider	0	0
4	Lobbying jockeying and God-Father-ism	12	13
5	Nomination from incumbents Recruitment from outside	18	20
	Total	90	100

Source: Survey Data (2023)



4.3. Roles of Employees in Management Succession

Further investigations were made into employee's role in management succession and the result presented in table 4.

Table 4: Role of Employee in Management Succession

Question	Option	Response	Percent
Do employees participate in the Decision making concerning succession	Yes	52	58
	No	38	42
Total		90	100

Source: Survey Data (2023)

The results in Table 4 shows the respondents' views on the role of employees in succession planning. 58 percent of respondents agree that employees should be involved in succession decisions, while 42 percent agree that employees should not be involved in such decisions.

4.4 Succession Method,

The relationship between management and successor on the issue of whether the succession method employed by the firm, affects the relationship between management and successor, our respondents' responses as presented in Table 5.

Table 5: Extent to Manager and Succession Approach

Question	Option	Response	Percent
To what extent does succession method adopted affect the relationship between management and the successor	High	42	47
	Moderate	21	23
	Low	27	30
Total		90	100

Source: Survey Data (2023)

The results in Table 5 above shows that 47 percent of the respondents believe that the succession method used has a very high impact on the relationship between management and successors, while 23 percent believe that the succession method has a moderate impact on the relationship and 30 percent say: the effect is enough.



4.5 Discussion of Findings

This study focused on succession management practices in Nigerian companies. The results did not show any significant relationship between succession management and organizational performance. The research shows that organizational performance can be positively related to managerial succession. According to Armstrong and Baron (1998), performance management is a process that helps individuals and teams achieve high levels of organizational performance. Therefore, succession management is the ability to ensure stability and flexibility of an organization, thereby allowing it to maintain its ability to perform well and respond to the future, thus giving it a competitive advantage. Whether the success status of the firm, the leadership skills keep the company going even when there is a change in top management.

The implication of this is that, succession management can be useful in an organization, when the process of adopting, promoting and implementing change, it is still perceived as logical and methodical and when employees have the opportunity to identify growth channels within the organization. shows a positive relationship with the indicators. They are motivated to work and improve their performance, which automatically improves organizational performance. Furthermore, the succession methods chosen by a company have little or no impact on its success. However, companies that has a formal hiring and promotion process value employee engagement, which is reflected in their commitment to the workplace and ultimately plays a key role in the company's success.

The results also showed that managers' attitudes toward succession were influenced by their successor's approach. People's attitude reflects their values, character and perception. The relationship may change because the person in the relationship learns new information or the object of the relationship changes. This means that managers who work through lobbying or lobbying are bound to face the scorn of their peers and may not enjoy the support of others in carrying out their duties. The research supports the idea that management's approach to heritage depends on heritage approaches.

Finally, since employees are considered the most valuable source of human capital, they participate in management development programs and decision-making processes of the organization and play an important role in future planning. According to Michael Porter (1985), employees provide an organization with a competitive advantage. In addition, Patrick and Raymond (1996) argue that employees are an important source of success for today's organizations because they meet standards that are a source of sustainable competitive advantage.

5. CONCLUSION

Succession management is an imperative factor in any organization striving for continuity of operations. Succession management is the ability to ensure that the right people are in the right place at the right time to best prepare for the unexpected. Continuity of leadership is essential for organizations to move forward. However, there is no simple template for implementing the succession planning process. Every organization is different, and each needs to develop a succession plan that meets their specific needs and guides the process.



Succession planning is a complex task that requires constant attention and ongoing resources but with devotion of considerable time and resources to mapping out skills and competencies, organizations can hire and train appropriately and achieve a distinct competitive edge.

Therefore, the benefits of Succession Management cannot be overemphasized as a well-structured succession program put in place will prepare the organization for growth and ensures that it has the right personnel to function at peak efficiency. In addition, Succession planning also helps to develop and maintain strong leadership and to ensure that they address all the skills and competencies required for today's business environment from recruiting the right candidate, to developing new leadership from within, succession planning is essential for organization to meet its strategic goals.

6. RECOMMENDATIONS

1. Management should be an intrinsic component of the organization's business, and the workforce planning framework should be interconnected with current and developing organizational needs. which should be based on a clearly outlined business case (which may include analysis of demographic and trend data, forecasted attrition rates, availability of external labour, and forecast of supply and demand for critical skill sets) and linked to existing recruitment, performance management, learning and development, leadership development, and career planning initiatives.
2. Implementation strategies should be developed with clear timeframes and periodic evaluation built into the process from the design phase.
3. They should focus on identifying a reliable field of potential candidates for leadership positions; it should not involve the creation of lists or "queues" for promotion that conflict with merit.
4. The management processes should be relatively simple and flexible, and the process should be open at all organizational levels with professional aspirations. The values and preferences of employees who have the opportunity to express their interest in leadership positions, as well as the needs of the organization, should be taken into account.
5. The succession management process should include skill sets instead of selecting individuals for particular needs of the current job, and competencies help organizations bridge the gap between strategic goals and current performance through learning and development strategies in order to provide a framework for identifying potential and individual development plans and performance evaluation.



REFERENCES

1. Akinyele, S.T.; Ogbari, M.; Akinyele, F.A.; & Dibia, K.(2015). Succession planning and its impact on organizational survival. *J. Res. Nat. Dev.* 13, 1596–8303.
2. Ahsan, M. (2018). Effective recruitment and selection along with succession planning towards leadership development, employee retention, and talent management in Pakistan. *Journal of Entrepreneurship Organization Management.* 7, 233
3. Dauda, A. (2013). Business Continuity and Challenge of Succession in Nigeria: What happens when the CEO leaves. *IOSR Journal of Business Management.* 8, 88–101.
4. Fayomi, E. J, Fields, Z., Arogundade, K. K Awotunde, O. M, Ijamusan, O. C. and Onileowo, T. T. (2019).Evaluation of Owners' Characteristics and Succession Practice among Small and Medium Size Manufacturing Enterprises in Ekiti State, Nigeria. *Journal of Economics and Behavioral Studies* 11, (3), 84-96.
5. Abiola, M.K.O (1992), "Management: People Performance and Results. *Nigerian Institute of Management journal*, 28, (2), 6
6. Achumba, I.C. (1989), "Executive Management Succession in Nigeria". *Nigeria Management Review*, March, 153
7. Aduka, E.C. (1989), "Succession Planning: A Critical Look at Some Organizations". *Nigeria Management Review*, March, p.106.
8. Allen, M.P. and Panian, S.K, (1982), "Power, Performance, and Succession in the Large Corporation". *Administrative Science Quarterly*, 27, .538
9. Amana, E.J (1992). "Leading and Motivating People to Perform". *Nigerian Institute of Management Journal*, 28,(2),16.
10. Aundson, G.K. (2001), 'Form A Business Succession Plan in Seven Steps". *Business First of Louisville*Januaryp.3.
11. Baffia, S.S. (1992), "Evaluation of People for Optimum Performance and Results". *Nigerian Institute of Management Journal*, .28,(2), 6.
12. Baridam, D.M (1994), *Research Methods in Administrative Sciences* University of Port-Harcourt Publishing House.
13. Bright, W.E. (1976), "How One Company Manages its Human Resources. *harvard business review*, (Jan-Feb), 81-9.
14. Boyett, J.H. and Con, H.P. (1995), *Maximum performance management: how to manage and compensate people to meet world competition.* T.J Press Ltd, Padstow, Cornwall.
15. Burack, E.H. & Mathys, N.J. (1980), *Human resource planning: a pragmatic approach to manpower staffing and development*, Lake Forest Ill: Brake-Park Press.
16. Connor, J.J & Carson, W.M (1982), *Manpower planning and development: the developing world.* Boston: IDC
17. Dalton, D.R. & Kesner, I.F. (1983), 'inside-Outside Succession and Organizational Size'. *Academy of Management Journal*, 26, 36 -74.
18. Desatnick ,R.L. (1979), *The expanding role of the human resources managers*, New York, Amacon, .31.
19. Drucker, P.F (1979), *Management*, Pan Books, London Heinemann.
20. Duncan, W.J. (1989), *Great Ideas in Management*, Jossey- Bass San Francisco.



20. Fayomi, E. J, Fields, Z, Arogundade, K. K, Ijamusan, O. C & Onileowo, T. T (2019), "Evaluation of owners' characteristics and succession practice among small and medium size manufacturing enterprises in Ekiti State, Nigeria" *Journal of Economics and Behavioral Studies* 11, 3, 84-96.
21. Frenan, D. (1977), *The Board and Management Development*, London: Business Books.
22. Friedman, S.D. (1986), "Success systems in large corporations' characteristics and correlates of performance. *Human Resource Management*, 25, 191-213.