ORGANISATIONAL CULTURE, SUCCESSION PLANNING AND ORGANISATIONAL PERFORMANCE IN A SELECTED MANUFACTURING FIRM IN OGUN STATE

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Abstract

Sustainability and continuity of an organisation does not only depend on adequate succession planning but factors like organisational performance and organisational culture. this research aims to uncover the moderating role of Organisational Culture on Succession Planning and Organisational Performance in a selected manufacturing Company. Data was analysed using Structural Equation Modelling (SEM) Smart Partia1, Least Square analysis. Results show that Succession Planning has a significant relationship with Organisational Performance and that Organisational Culture moderates the relationship between Succession Planning and Performance, if adequate attention is given to Organisational Culture, it will strengthen the relationship between Succession Planning and Organisational Performance.

Keywords: Succession Planning, Organisational Performance, Organisational Culture, Talent Engagement, Mentoring, Coaching, Capacity Building

1   INTRODUCTION

In the current economic climate, businesses are viewed as the most important driver of national economic development and progress (Monyei, Ukpere, Agbaeze, Omonona, Kelvin-Iloafu, and Obi-Anike, 2021). The dedication and engagement of the workforce, on the other hand, is a result of the economy's development and expansion. In fact, globalization has caused increased pressure in the workforce of every business or organization due to an increased competition not only in the labour market but between organisations. Organisations are now competing with international companies, irrespective of the economic growth disparities among countries. Globalisation has also increased the competition for skilled workers in the international markets. Hence, companies need to develop strategies to retain their skilled workers (Monyei, 2020). Globalisation has in fact increased the need for employees to build their capacity in order to remain relevant and not be replaced with either domestic or international skilled workers. Globalisation has also led to the exposure of consumers and the general public to international cultures and technologies which has led to an increase in their tastes and preferences. As a result the study of succession planning, organisational performance and organisational culture is crucial. Finding a long-term solution to the problem and retaining a competent workforce to ensure company sustainability is a difficult process for businesses, as it necessitates effective strategic and succession planning. (Monyie, 2020). The whole concept of hiring, developing, mentoring and grooming from within the organization is what is referred to as succession

planning and is the subject of this research. A way of transferring managerial responsibilities, such as firm ownership, to an individual or group of employees is succession planning (Akinyele, Ogbari, Akinyele, & Dibia, Hunter, 2020). The collection of values, attitudes, and behavioural patterns that set one organisation apart from others is referred to as "organisational culture." (Ortega-Parra and Sastre-Castillo, 2013). Organisational Performance is the level of attainment of organisational goals and the level of progression in terms of growth, survival, sustainability, profitability and every other organisational goal. In a broader sense, organisational performance includes operational effectiveness, organizational effectiveness and financial performance (Mullen, 2021).

In light of this, this research aims to undercover the effect succession planning has on organisational performance while using culture as a mediator between these two important organisational elements by objectively ascertaining the impact of talent engagement, mentoring, coaching and capacity building has on Customer Satisfaction, Product Quality, Sales Volume and market share respectively within De United Foods Industries Limited in the Nigerian Manufacturing sector and further drawing conclusions on whether succession planning is actually valuable to organisations in the long run in terms of preserving the organisation's culture and ensuring the organisation's performance is improved. This research also furthers the attainment of a few of the United Nations Sustainable Development Goals including eighth, tenth and seventeenth SDG Goals. Accordingly, this research aids in the attainment of Economic Growth, No Inequality and Partnership. A research done on succession planning especially in light of organisational performance and organisational culture would provide managers with information that would aid in creating sustainable economic growth and employment for the organisational members which is a subset of the world at large. This research on succession planning also allows for equal opportunities for all employees and succession to be based on merit, thereby fostering Equality in the workspace, this study is particularly done on an international organisation stationed in Nigeria in order to foster partnership in achieving these Sustainable Development Goals.

2   LITERATURE REVIEW

Succession planning is a strategic planning process of ensuring continuity in an organization by forecasting and identifying individuals and positions that would require succession in the future and most importantly making provisions for those positions in the future by undertaking training and development programmes (Rayburn et.al., 2016). Business continuity and increased efficiency necessitate succession planning, according to experts. (Rayburn et.al, 2016). Organizations must plan for succession to guarantee that qualified candidates are available for important executive roles. (Asumptha & Mathan, 2016). In operationalizing succession planning, talent engagement, mentoring, coaching and capacity building will be evaluated. Talent engagement are things that are favourably effective related to carrying out work that has features of enthusiasm, dedication, and absorption (Ogbari, Onasanya, Ogunnaike, & Kehinde; Satata, 2021). Talent engagement is the degree to which an organisation involves employees in the methods, processes and decisions of the organisation in order to give them a sense of belonging and motivate them to perform better. Talent engagement is characterised by a rise in employee motivation, active involvement, and involvement in all production processes, all of which should result in a rise in labour productivity (Budriene & Diskiene, 2020). Mentoring is a relationship between less experienced co-workers (mentees) and more experienced co-workers (mentors), with the latter's goal being to promote the mentee's learning, development, and well-being, as well as their integration into their workplace and profession's cultures (Kutsyuruba, & Godden 2019). Mentoring is a deliberate nurturing procedure that promotes the development of a protégé to his maximum potential. As a result, mentoring can be characterised as a sort of professional

development in which an experienced, knowing employee passes on information and skills to a less experienced, knowledgeable colleague (Liaqat, Haron, & Bhatti 2021). Coaching is a creative way for encouraging personal transformation, examining behaviour and attitudes, and inviting people to analyse their own thought processes and perspectives on the world. To put it another way, it's about re-examining mental habits in order to make everyone aware of their skills and limitations, which will make it simpler to exceed and so boost their effectiveness. (Lin, Mainemelis & Kark, 2016). Coaching is defined as a person's (coaches) capacity to provide additional professional assistance in assisting others (coaches) in exploiting and improving their performance in specific disciplines (Hamdan et.al., 2022). Coaching places a strong emphasis on listening and asking appropriate open questions. The coach is not a teacher; instead, he or she serves as a counsellor or helper (Seemann et. al., 2019). It is both a process and an outcome (Jensen & Krogstrup, 2017). It is a method since it focuses on enhancing people's existing abilities. It is also an outcome since as a result of the capacity-building process, the capacities have improved (Jensen & Krogstrup, 2017). Individual knowledge, talents, skills, and behaviour, as well as institutional structure and processes, are all part of capacity development initiatives, which help the organisation achieve its goals more efficiently and sustainably (Ku and Yuen-Tsang, 2013). Capacity building includes not just continual capability expansion, but also the ability to recognise the need for future growth as well as new competencies that might help one plan and realise one's own objectives (Oke, Ajagbe, Ogbari, & Adeyeye, 2016 ; Jensen & Krogstrup, 2017). Capacity Building occurs at two levels; the individual level and the organisational level. It is crucial to emphasise that this dual-level approach to learning at the individual and organisational levels considers the organisational framework for capacity building as well as each employee's capacity to both achieve current goals and create and frame new ones (Labin, Duffy, Meyers, Wandersman & Lesesne, 2012; Ufua, Osabohien, Imhonopi, OLUJOBI, & Ogbari, 2020).

Organizational culture, on the other hand, is concerned with how a business operates. As a result, one of the institution's key differentiating characteristics is its organisational culture (Taşkıran, Cetin, Özdemirci, Aksu, & Istoriti, 2017). Organisational Culture is an invisible force of shared values, attitudes and behaviours that organisational members possess. Organizational culture is a collection of attitudes, norms, ways of behaving, and outcomes of other interpersonal interactions that are developed by certain human groups and have an effect on how an organisation functions and other institutional activities (Ahmad & Keerio, 2019). An organization's culture is fundamentally defined by its behaviour. The conventions that employees of a corporation face and characterise as their work environment are referred to as organisational culture (Schneider et al., 2013). The behaviours of organisational members are moulded and shaped by these norms, as are the ways in which they change to fit the needs of the organisation. Organizational culture refers to how members of a group interact with one another and with stakeholders outside the organisation (**Simoneaux & Stroud, 2014).** Organizational culture is used by business leaders to distinguish their company distinct from the competitors (Weber & Tarba, 2012). Organizational culture is what distinguishes one organisation from another. A set of values, attitudes, and behavioural patterns that separates one organisation from another is referred to as organisational culture (Ortega-Parra & Sastre-Castillo, 2013). In opertaionalising organisational culture, customer orientation, innovation and organisational structure will be assessed. Customer focus refers to the corporate culture that most effectively and efficiently fosters the necessary behaviours for increasing buyer value and, as a result, assuring the company's long-term success (Madhani, 2018). Innovation is the successful development of new ideas (Ismail, 2016). Organizations are becoming increasingly active in innovation management, organisation, and business configuration strategies that help them attain long-term competitive advantages (Maier, 2017). The organisational structure outlines how specific organisational activities are directed toward achieving organisational objectives (Aslan, 2021). The two sorts of structures that most organisation

theorists deal with are physical and social structures. Physical structure refers to the relationships between physical features of organisations, such as buildings and geographical places where work is done (business). In organisational theory, social structure refers to the interactions between social components such as individuals, roles, and organisational units such as departments and sectors (Donkor, Baidoo, Malcalm, & Adda, 2020). The social structures of organisations will be the subject of this research. The structure of an organisation can be viewed from different dimensions. Namely; the hierarchy dimension, the functional dimension and the inclusion dimension (Donkor et.al., 2020). The Hierarchy dimension depicts the relative positions of organisational units as well as the superiority line. The functional dimension illustrates the various tasks that an organisation does. The Inclusion dimension shows how close or how far each employee is to the organization's fundamental core. A formal structure can be seen in an organisational chart when the mentioned dimensions are properly combined. Although there are many organisational forms that cannot be effectively articulated with an organisational chart, the reality is that there are many of them. (Donkor et.al., 2020; Olokundun, Ibidunni, Ogbari, Falola, & Salau, 2021).

Organizational performance is defined as an organization's actual results or outputs compared to its expected outputs (Sawaean & Ali, 2020). Organisational performance would be evaluated in terms of customer satisfaction, product or service quality, sales volume and market share. Customer satisfaction extends beyond the level of service provided. It entails a value assessment and comparison to initial service quality expectations; it is typically based on a broad comparison of consumers' perceived value and the amount they pay (Ghani, 2020). Organizations that focus on customer value consider ways to increase consumer responsiveness to their demands by looking outwards, toward external customers (Ghani, 2020). There are many distinct definitions and factors of product quality in academic literature. Academics split quality into four categories: excellence, value for money, regulatory compliance, and matching customer needs (Ghani, 2020). According to the most often used operational definition, quality is defined as the customer's perception of superior product and service (Ghani, 2020). Sales volume is a metric used to evaluate how well a sales force performs in terms of increasing revenue over a given time period. The size of a company's sales is a significant predictor of its long-term viability and profitability (Sachdeva, 2020). The rate of sales volume determines your company's potential to generate revenue from sales over a certain period of time. This rate is used by investors to analyse whether your company is growing or stalling, as well as by your company to assess internal victories and challenges (Al Omairi, & Matriano, 2022). In general, market share refers to a company's size within a particular industry or market (Gordon, 2022). This metric is used to determine the size of a company in relation to its market and competitors. In a given industry, the market leader is the company with the biggest market share (Ibidunni, Kolawole, Olokundun, & Ogbari, 2020 ; Hayes, 2021).

2.1.1 Hypothesis Development

For this research, the following hypothesis were developed to accurately assess succession planning, organisational culture and organisational performance.

Hypothesis 1 (Ho1): Talent engagement has no significant effect on customer satisfaction.

Hypothesis 2 (Ho2): Mentoring has no significant influence on product quality.

Hypothesis 3 (Ho3): Coaching has no significant effect on sales volume.

Hypothesis 4 (Ho4): Capacity building has no significant influence on market share.

Hypothesis 5 (Ho5): Organisational culture does not have a significant moderating role on succession planning and organisational performance.

3   METHODOLOGY

The study adopted the cross -sectional analytic descriptive research design. The population of the study comprise different level of employees at Dufil Prima Food, Ota., of which 195 sample size was determined using the Yard's formula. A combination of the purposive, stratified, and simple random sampling technique was engaged in the research. The Stratified sampling technique was used to first categorize the participants into strata's. Both primary and secondary data sources were employed in this investigation. The research instrument was designed using the Likert 5-point scale. To ensure accurate responses, the scoring procedure consisted of 5 strategic responses that were analysed and computed using the mean technique. Data was analysed with the Structural Equation Modelling (SEM) and the hypotheses were tested using the Smart Partia1, Least Square analysis. The SEM approach was used to validate the associations provided in the research model of the study (Islam & Chaudhary, 2022).

4   RESULT AND DISCUSSION

Ho$_1$: Talent engagement has no significant effect on customer satisfaction.
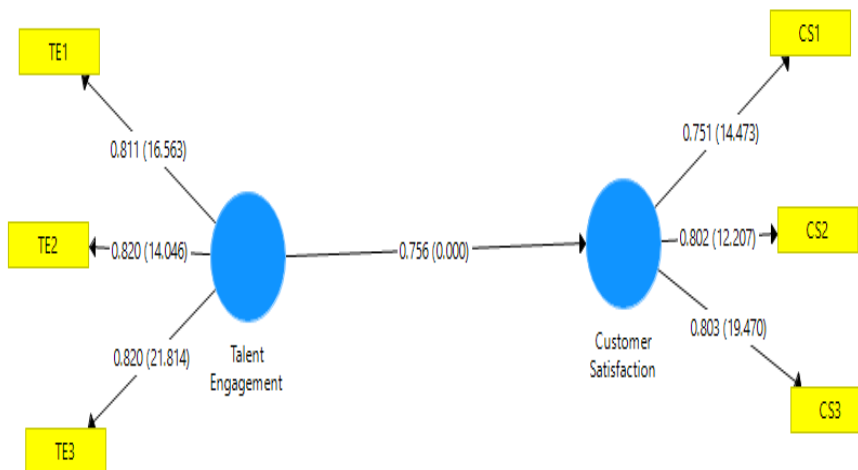

This shows the Partial Least Square algorithm Talent Engagement and Customer Satisfaction of employees of DUFIL Nigeria. The path coefficient value of 0.756 shows the level of relationship between Talent Engagement and Customer Satisfaction. R square (R^2) value which is categorized into high, moderate and weak (>0.75, >0.50 and <0.25) respectively is 0.571. This implies that 57.1 variation in Customer Satisfaction can be explained by Talent engagement. Therefore, Talent engagement shows a moderate relationship with Customer Satisfaction.

**Ho₂: Mentoring has no significant influence on product quality**
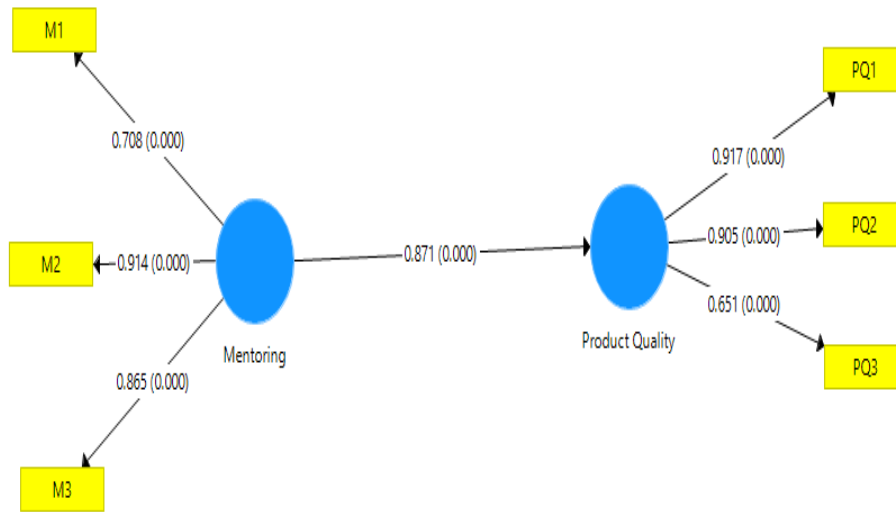
The standard coefficient was used to evaluate the significance of the hypothesis presented. It represents the predicted variance in the dependent variable for a unit variation in the independent variable. It is worth noting that the higher the value, the greater the influence on product quality. The T-statistical test confirmed that Mentoring has a substantial impact on Product quality.

Ho₃: Coaching has no significant effect on sales volume.
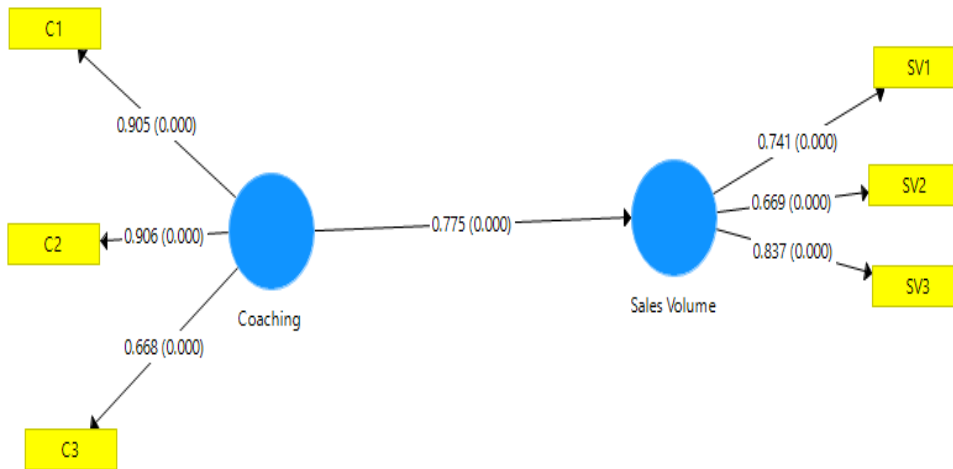
The standard coefficient was used to evaluate the significance of the hypothesis presented. It represents the predicted variance in the dependent variable for a unit variation in the independent variable. It is worth noting that the higher the value, the greater the influence on Sale Volume. The T-statistical test confirmed that Coaching has a substantial impact on sale volume.

Ho5: Organisational culture does not have a significant moderating role on succession planning and organisational performance
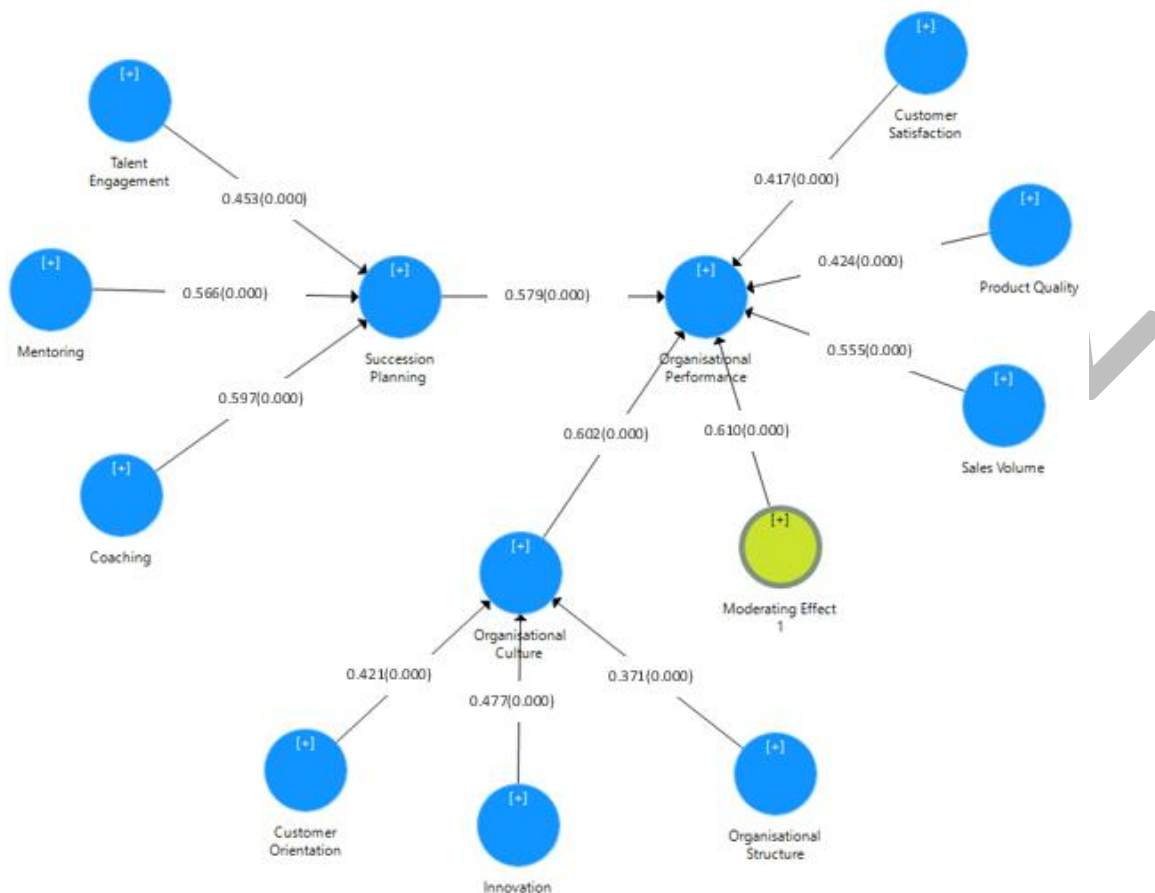
Generally, significant relationship was found between Succession planning and Organizational performance at (β= 0.579, P-value =0.000 <0.05). The β value of 0.579 suggests a moderate degree of relationship between Succession planning and Organizational performance. It was also discovered that Succession planning has significant relationship with Organizational performance at (β= 0.602, P-value =0.000 <0.05). The path coefficient value of 0.562 suggests a moderate relationship between Organizational Culture and Organizational performance.

The finding revealed that Organizational Culture moderates the relationship between succession planning and organizational performance at (β= 0.610, P-value =0.000 <0.05). This implies that if the Organizational Culture is given adequate attention, it will considerably reinforce or strengthen the relationship between succession planning and organizational performance.

5   IMPLICATIONS AND CONCLUSION

This study concludes that keeping employees with distinctive capabilities engaged is fundamental to providing quality products and services to customers. In the same vein, the study also concludes that mentoring significantly influences product quality. Thus, career development, employee productivity, and professional competence can be attained through a quality mentoring scheme, and it is capable of increasing product quality and standards. The study also concludes that teaching younger employees and reverse coaching carefully and fairly can raise employee performance, ultimately resulting in higher sales volume. Meanwhile, the study also concludes that organisational culture

significantly moderates the relationships between succession planning and organisational performance.

The following recommendations were made based on the empirical findings of the study:

The management of organisations should be committed to strategies that will continually keep employees engaged for high performance and customer satisfaction. Some strategies could include competitive pay, performance incentives, employee centre policies and career advancement. Managers should never relent in giving quality mentorship to employees to enhance their commitment, engagement and involvement, which will culminate in product quality.

In addition, the study also highlights that those at the realm of affairs in organisations should be willing to give priority to coaching and training of both old and new employees for optimal performance. This is because the sales performance of any system is a function of employees' high performance which can be enhanced by the opportunity to be coached.

The study also conclude that organisational culture moderates the relationship between succession planning and organisational performance. This implies that the management of organisations should continue to prioritise a culture that promotes engagement, mentoring and coaching for improved customer satisfaction, product quality and sales volume.

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