CHAPTER VI

RESULTS AND DISCUSSIONS
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6.1 SUMMARY OF FINDINGS

DEMOGRAPHIC PROFILE OF THE INFORMATION TECHNOLOGY PROFESSIONALS

- Age wise categorization of respondents - out of 495 respondents surveyed, majority (59.4%) i.e., 294 respondents belong to the age group of 21-30 yrs.

- Gender wise categorization of respondents – majority (67.7%) that is 335 respondents are males and the remaining (32.3%) that is 160 of them is female.

- Income wise categorization of respondents – most of the respondents (34.7%) that is 172 of the surveyed respondents of 495 fall under the category of professionals earning income of between Rs 2-4 lacs as their salary per annum.

- Designation wise categorization of respondents – the majority of the respondents, say 58.5% that is 290 respondents are with the designation of software engineers and 15.6% that is 77 respondents are with the designation of senior software engineers. The project leaders comprise of 15.2% that is 75 respondents and the remaining of 10.7% that is 53 of the respondents is designated as project manager in their respective organizations.

- Qualification wise categorization of respondents – Most of the respondents 49.5% that is 245 professionals are with engineering qualification working in the field of information technology in various designations.

- Total experience of the respondents – Most (40.4%) of the respondents that are 200 respondents have got less than 3 yrs of experience. It significantly evidences that the information technology field attracts the youth to a larger extent.
• **Duration of Association** – Out of 495 information technology professionals, 19.2% that is 95 associated for less than 1 year with their organization, 50.5% that is 250 respondents are with their present organization for 1 to 3 years, 18.6% that is 92 respondents are associated for 3-5 years with their present organization and the remaining 11.7% that is 58 respondents are associated for more than 5 yrs with their present organization.

• **Source of recruitment** – Most (21.8%) 108 respondents out of the surveyed professionals have been recruited through employee referrals to their current organization.

• **Friedman Test and Kendall’s co-efficient of concordance test results** – Regarding Ranking of factors considered for selecting the organization – The ranking given by the respondents about the factors considered for selecting the organization, **Rewards and recognition** was ranked as number one, followed by the **Succession planning** factor and, third rank was given to the **Good employee relations**, and **Compensation** has the fourth rank. **Career opportunities** are given fifth rank and sixth rank is given to the **Goodwill** by the respondents.

• **Opinion towards job profile** – Majority (81.9%) that is 405 respondents feel that their current job profile is interesting in the organization where they are employed.

**OPINION TOWARDS SUCCESSION PLANNING**

• **Opinion towards familiarity with succession planning** - Most of the respondents 78.4% that is 388 professionals are familiar with succession planning.

• **Opinion towards company having succession planning** - Most of the respondents 77.4% that is 383 professionals feel that company has succession planning.
• Opinion towards assessment of succession planning practices- Most of the respondents 48.1% that is 238 professionals feel that succession planning is important at middle level.

• Opinion towards purpose of succession planning in the organization - Most of the respondents 37.8% that is 187 professionals feel that succession planning is important to retain organizational talent for longer period.

• Friedman Test and Kendal’s co-efficient of concordance test results regarding methods for identifying potential successors

  Project Manager was ranked as number one, followed by the Head of Department factor and, third rank was given to the Self-nomination, and Performance Evaluation Ratings has the fourth rank given by the respondents.

• Friedman Test and Kendal’s co-efficient of concordance test results regarding assessing development need

  Annual Performance Evaluation Ratings was ranked as number one, followed by the Manager’s evaluation and, third rank was given to the CEO evaluation and Self-Assessments has the fourth rank given by the respondents.

• Friedman Test and Kendal’s co-efficient of concordance test results regarding developing employees

  Job Rotation was ranked as number one, followed by the coaching factor and, third rank was given to the on-job training. Job enrichment was given fourth rank and job enlargement was ranked fifth by the respondents.

• Opinion towards personality tests for assessing potential successors - Most of the respondents 75.2% that is 372 professionals feel that personality tests is needed for assessing potential successors.

• Opinion towards employees responsible for their career plans - Most of the respondents 69.7% that is 345 professionals feel that employees are responsible for their career plans.
• Opinion towards development period varying according to the level of the position - Most of the respondents 73.1% that is 362 professionals feel that development period vary according to the level of the position.

• Opinion towards learning and development - Most of the respondents 66.7% that is 330 professionals feel that company values learning and development.

• Opinion towards developmental period for potential successors - Most of the respondents 49.1% that is 243 professionals feel development period should be 1-2 yrs.

OPINION TOWARDS SUCCESSION POLICY

• Opinion towards company’s succession policy - Most of the respondents 48.5% that is 240 professionals feel company has succession policy.

• Opinion towards company establishing a systematic succession policy - Most of the respondents 54.5% that is 270 professionals feel succession policy is needed but not urgently.

• Opinion towards rating the level of importance of a systematic succession policy - Most of the respondents 46.3% that is 229 professionals feel importance of succession policy is high.

• Opinion towards women considered for leadership position - Most of the respondents 48.7% that is 241 professionals feel women are considered for leadership promotion.

• Opinion towards people considered for leadership promotion - Most of the respondents 57.6% that is 285 professionals feel people are considered for leadership promotion.

• Opinion towards impact of the current economic recession on your individual employment plans - Most of the respondents 55.6% that is 275 professionals feel current economic recession on your individual employment plans is moderate.
• Opinion towards impact of current economic recession on the succession policy at your company - *Most of the respondents 54.0% that is 267 professionals feel current economic recession on the succession policy at their company is moderate.*

• Opinion towards impact of Govt policies and laws on the succession policy at your company - *Most of the respondents 43.4% that is 215 professionals feel impact of Govt policies and laws on the succession policy at their company is low.*

**OPINION TOWARDS SUCCESSION PLANNING PRACTICES**

• Opinion towards familiarity of succession planning practices- *Most of the respondents 78.8% that is 390 respondents are familiar with succession planning practices.*

• Opinion towards company following succession planning practices - *Most of the respondents 77.8% that is 385 respondents knew about the company following succession planning practices.*

**OPINION TOWARDS SUCCESSION POLICY WITH IMPACT ON ORGANIZATIONAL PERFORMANCE**

H0-> Succession policy has no significant impact on the organizational performance in sample organizations

H1-> Succession policy has significant impact on the organizational performance in sample organisations

H0 is rejected and H1 is accepted, which proves that there is impact organizational performance with respect to succession policy.

**OPINION TOWARDS SUCCESSION PLANNING PRACTICES HAS IMPACT ON EMPLOYEE AND RESPONDENT ORGANIZATIONS**

H0-> Succession planning practice has no significant impact on employees and respondent organizations
H1-> Succession planning practice has significant impact on employees and respondent organizations

H0 is rejected and H1 is accepted, which proves that there is impact on employee and respondent organizations.

THEORETICAL MODELS OF SUCCESSION PLANNING IN SAMPLE ORGANIZATIONS

H0-> The theoretical models of succession planning in sample organizations are neither suitable nor applicable

H1->. The theoretical models of succession planning in sample organizations are suitable and applicable.

Since the respondent companies follow different models, the theoretical models are neither suitable nor applicable. Hence H0 is accepted and H1 is rejected, which proves that there is significant difference in application of theoretical models of succession planning.

ORGANIZATIONAL PERFORMANCE OF SELECT IT COMPANIES THROUGH APPLICATION OF MODELS OF SUCCESSION PLANNING

H0-> The Organizational performance of select IT companies is low through application of models of succession planning.

H1-> The Organizational performance of select IT companies is high through application of models of succession planning.

Since the select companies follow there respective models (Refer 5.8), organizational performance of select IT companies is low through application of models of succession planning and hence H0 is accepted and H1 is rejected, which proves that there is significant difference in organizational performance through application of models of succession planning.
• **RANKING OF RESPONDENTS BASED ON SUCCESSION POLICY – weighed average**

The Internal leadership grooming and retention program has got the highest score of 2025 and has been arrived at the highest weightage score of 4.090 and ranked number one. The opinion towards retaining best graduate students given the next highest score of 2010 and has been arrived at the next highest weightage score of 4.060 and ranked number two. The opinion towards restructuring the company so as to minimize staffing needs is given the next highest score of 1995 and has been arrived with the weightage score of 4.030 and ranked number three.

• **RANKING OF RESPONDENTS BASED ON IMPACT OF SUCCESSION PLANNING PRACTICES ON EMPLOYEE AND RESPONDENT ORGANIZATIONS– weighed average**

The Top management leadership explicitly promotes succession planning policies and strategies has got the highest score of 2127 and has been arrived at the highest weightage score of 4.296 and ranked number one. The opinion towards Top management support leaders who promote internal leadership grooming given the next highest score of 2113 and has been arrived at the next highest weightage score of 4.268 and ranked number two. The opinion towards at least one top management leader is actively involved in succession planning issues is given the next highest score of 2108 and has been arrived with the weightage score of 4.258 and ranked number three.

• **RANKING OF RESPONDENTS BASED ON IMPACT OF SUCCESSION POLICY ON ORGANISATIONAL PERFORMANCE – weighed average**

The succession plan has helped your company succeed against competitors has got the highest score of 2120 and has been arrived at the highest weightage score of 4.282 and ranked number one. The opinion towards Retention strategy in our company is higher compared to other companies given the next highest score of 2100 and has been arrived at the next highest weightage score of 4.242 and ranked number two. The opinion towards Employee satisfaction is higher compared to other
companies is given the next highest score of 2050 and has been arrived with the weightage score of 4.141 and ranked number three.

- REGRESSION MODEL FOR IMPACT OF SUCCESSION POLICY AND PRACTICES ON ORGANIZATIONAL PERFORMANCE

Impact of succession planning on organization performance = 0.349 (Succession policy) + 0.249 (Succession practices).

From the regression model, it can be inferred that largest impact of succession planning on organizational performance is from succession policy (0.349) and the next is practice of Succession Planning (0.249).

6.1.1 Specific findings

Hypothesis Inference:

"Succession policy has significant impact on the organizational performance in sample organizations" - The hypothesis is accepted from the analysis that there is significant impact on organizational performance with respect to succession policy. (Ref 5.6).

"Succession planning practice has significant impact on employees and respondent organizations" - The hypothesis is accepted from the analysis that there is significant impact on employees and respondent organizations. (Ref 5.7).

"The theoretical models of succession planning in sample organizations are neither suitable nor applicable" - The hypothesis is accepted from the analysis that the respondent companies follow different models and the theoretical models are neither suitable nor applicable (Ref 5.8).

"The Organizational performance of select IT companies is low through application of models of succession planning" - The hypothesis is accepted from the analysis that the respondent companies follow their respective models and hence organizational performance of select IT companies is low through application of models of succession (Ref 5.9).
SUCCESION POLICY — WEIGHTED AVERAGE

The Internal leadership grooming and retention program has got the highest score of 2025 and has been arrived at the highest weightage score of 4.090 and ranked number one. The opinion towards retaining best graduate students given the next highest score of 2010 and has been arrived at the next highest weightage score of 4.060 and ranked number two. The opinion towards restructuring the company so as to minimize staffing needs is given the next highest score of 1995 and has been arrived with the weightage score of 4.030 and ranked number three (Refer 5.3.4).

SUCCESION PLANNING PRACTICES — WEIGHTED AVERAGE

The Top management leadership explicitly promotes succession planning policies and strategies has got the highest score of 2127 and has been arrived at the highest weightage score of 4.296 and ranked number one. The opinion towards Top management support leaders who promote internal leadership grooming given the next highest score of 2113 and has been arrived at the next highest weightage score of 4.268 and ranked number two. The opinion towards at least one top management leader is actively involved in succession planning issues is given the next highest score of 2108 and has been arrived with the weightage score of 4.258 and ranked number three (Refer 5.4.3).

IMPACT OF SUCCESION POLICY ON ORGANISATIONAL PERFORMANCE — WEIGHTED AVERAGE

The succession plan has helped your company succeed against competitors has got the highest score of 2120 and has been arrived at the highest weightage score of 4.282 and ranked number one. The opinion towards Retention strategy in our company is higher compared to other companies given the next highest score of 2100 and has been arrived at the next highest weightage score of 4.242 and ranked number two. The opinion towards Employee satisfaction is higher compared to other companies is given the next highest score of 2050 and has been arrived with the weightage score of 4.141 and ranked number three (Refer 5.3.10).
IMPACT OF SUCCESSION POLICY AND PRACTICES ON ORGANIZATIONAL PERFORMANCE

Impact of succession planning on organization performance = 0.349
(Succession policy) + 0.249(Succession practices).

As for the impact on organizational performance is concerned, succession policy followed by succession practices has highest impact on organizational performance.

6.2 What succession planning is in place at the five target companies?

6.2.1 Tata Consultancy Services (TCS)

TCS has a systematic process for succession planning. TCS leadership programs are focused around ‘practices’ (industry verticals or services) and ‘geographies’ (for marketing). The top management is involved in selecting the leadership teams at each ‘practice’ and ‘geography.’ High performers are identified at the time of appraisals and their progress is monitored. Then these high performing employees are constantly moved across projects, practices and geographies to ensure that a high performing individual does not only move in a narrow hierarchical structure. The company also has a ‘Think Tank’, made up of people both at the senior management and one level below, these people are carefully selected for their strategic view and technology and domain competence. This ‘Think Tank’ plays a vital role in succession planning. In fact, this is another mechanism for creating and nurturing leaders.

6.2.2 Infosys Technologies Ltd

(Infosys) is a global player in the IT services industry. Infosys has set up the Infosys Leadership Institute (ILI) for identifying high performers in the organization and giving them opportunity in improving the performance of the organization as potential leaders of the organization. Candidates for the leadership program are chosen based on past performance and assessment of leadership potential. ILI interventions are based on a “Nine Pillar” leadership development model. Nine interventions comprise 360-degree feedback, developmental assignments; Infosys
culture workshops, developmental relationships, leadership skill training, feedback intensive programs, system process learning, community empathy and action learning.

Mr. N. R. Narayana Murthy said, "I am thankful to the Nominations Committee for doing an admirable job of succession planning and continuing the Infosys tradition of a sound succession strategy. I am glad they have found a perfect team to strengthen customer, investor and employee connect on the one-hand and world-class board governance on the other hand. Vaman is, in my opinion, one of the finest corporate leaders of modern India. Kris has demonstrated high-class performance during testing times for the industry and the company. I congratulate Shibu on being appointed the Chief Executive Officer & Managing Director. I have no doubt he will do an excellent job like Kris did. Vaman, Kris and Shibu will make an ideal team. I am grateful to the Board for appointing me as the Chairman Emeritus and providing me an opportunity to add value to the Board, the Executive Management and every Infoscion if asked by them."

6.2.3 Wipro

Another major leader in the IT services has developed "Life Cycle Stage Development Program". Here the employees who are identified to have high leadership talent are given training according to their level in the organization. The major programs are the ‘entry level program’, ‘new leader’s program’, ‘Wipro leader’s program’, ‘Business leaders program’ and ‘Strategic leaders program’.

- Entry-level program aims at building leadership capabilities in entry-level high performers.
- The ‘New Leader’s’ program is for building people leaders of future.
- Wipro leaders program targets high performers in the middle level of the organization.
- ‘Business Leader’s Program’ aims at building competencies of the employees who have potential of building/ managing business units.
- The ‘Strategic Leader’s Program’ aims at building top management leaders for future.

Wipro’s leadership development is based on their vision of having leadership in terms of business, customer, people and brand. Leadership development at Wipro has high degree of support from the top management. Even the CEO, Mr Azim Premji
participates in the leadership development activities (Bakshi, 2001). A study by Hewitt Associates ranks Wipro Limited as number one in Asia Pacific in terms of leadership development (Hewitt Associates, Press Release, Dec 3, 2003).

6.2.4 Mahindra Satyam

The company has also created specialist positions and career tracks, which give independent identities to employees. Since employees with an experience of two years are suitable for specialist roles, one can decide whether to become a team lead or an expert in a particular field in a period of two years. Anyone who has worked on a particular project or location for about two years can now demand a change in his role, position and geography. “We are offering people the opportunity to plan their own careers. We are now offering people the opportunity to choose their career paths and the way they want to go further,” Hari says, adding that the salaries will also be industry competitive.

Through various employee-centric programmes such as shadow board and global leadership cadre (GLC), the company has also proposed career and succession plans for its employees. “We have identified nine people last year through the shadow board and we have similar plans this time. While GLC recorded the first batch last year, the programme is scheduled to start in December this year,” Hari said.

The idea is to create a workforce that can lead the company in the future. “This organization has enough people with leadership potential, 95% of leadership roles are filled from within the organization. We didn’t hire people from outside. Most of our hirings are for entry-level requirements and we want to help middle level managers to take on the top levels and build the organization,” he added.

6.2.5 HCL Technologies Ltd

Shiv Nadar of HCL has quietly completed his succession planning by elevating his daughter Roshni Nadar as the executive director and CEO of HCL Corporation, the holding company of HCL Tech and HCL Info.

Roshni, an MBA from the Kellogg Graduate School of Management, joined the company in April.
HCL with a turnover of over Rs 5,000 crore is the fifth largest IT company in the country. Its market capitalization is around Rs 12,500 crore and annual profit is around Rs 1,000 crore.

After finishing her college, Roshni tried her hand in TV journalism with Sky Television. It is learnt that she had covered the US attack on Iraq very closely in 2003. She was one of the first few journalists who covered the arrest of Iraq’s dethroned president Saddam Hussein.

6.3 CONCLUSIONS
1. The succession policy is well established in the respondent organizations and this has significant impact on organizational performance as listed below:
   a. Organizational Performance with the aspect of Employee retention in respondent organizations is higher.
   b. Employee satisfaction found to be higher in respondent organizations.
   c. Corporate image found to be better in respondent organizations
   d. Quality of service is higher in respondent organizations
   e. Market share found to be better in respondent organizations
   f. Repeat business is higher in respondent organizations
   g. New business expansion is higher in respondent organizations
   h. Return on investment is higher in respondent organizations.

2. The respondent organizations systematically follow succession planning practices and this has significant impact on employees and respondent organizations as listed below:
   a. The present work and competency requirements of different leadership positions are regularly assessed in respondent organizations.
   b. Systems exist to assess future requirements for work and competency of different leadership positions in respondent organizations
   c. Individuals’ leadership potential for future usage is regularly assessed in respondent organizations
   d. Efforts exist to internally identify talent from existing employees for future leadership utilization in respondent organizations
   e. There are incentive schemes for retaining the existing employees with notable talent in respondent organizations
f. There exists some kind of succession plan chart that guides the succession process for each leadership position in respondent organizations.

g. Management is involved in discussing/reviewing succession plan charts in respondent organizations.

h. There is a practice of identifying a pool of individuals with high leadership potential for each leadership position in respondent organizations.

i. Identified potential leaders take part in leadership development programs based on their competency needs in respondent organizations.

j. The current leaders are active in mentoring/coaching their potential subordinates in respondent organizations.

k. There is a practice of selecting successor candidates out of a pool of groomed potential leaders in respondent organizations.

l. Internally groomed candidates are regularly evaluated and given feedback in respondent organizations.

m. Internally groomed successor candidates receive gratifying salary packages in respondent organizations.

n. Usually successors are recruited from a group of internally groomed candidates in respondent organizations.

o. Before they leave, outgoing employees take time to mentor/coach their internal successors in respondent organizations.

p. The leadership transition periods are normally short and calm in respondent organizations.

q. Top management support leaders who promote internal leadership grooming in respondent organizations.

r. Top management leadership explicitly promotes succession planning policies and strategies in respondent organizations.

s. At least one top management leader is actively involved in succession planning issues in respondent organizations.

t. Grooming and promoting leaders from within constitute a part of accepted organization's policies/philosophy in respondent organizations.
u. Succession planning activities form a substantive component of organization's strategic plan in respondent organizations

3. The theoretical models of succession planning in sample organisations are neither suitable nor applicable because respondent organizations follow different models to suit their organizational needs as mentioned below
   a. TCS follows 'Think Tank' model.
   b. Infosys follows “Nine Pillar” leadership development model
   c. Wipro follows Life Cycle Stage Development model
   d. Mahindra Satyam follows Full Life Cycle-Business model
   e. HCL follows Nomination Committee model

4. The Organizational performance of select IT companies is low through application of models of succession planning. Since the respondent organizations follow different models (Refer point 3) the application of above said models would not have impact on organizational performance.

5. Based on the analysis of several models described above that are practiced in different IT companies and data collected from 5 target companies through survey, this study proposes a model framework which will cater to all sectors in general and IT sector in particular.

6.4 SUGGESTIONS

TOP MANAGEMENT PARTICIPATION AND SUPPORT:

- Top Management should hold responsibility for establishing succession policy for developing future leaders
- Allocate sufficient resources & management attention to sustain the program
- To successfully implement the process, plans for implementation will need to be dispersed to all program executives within the organization.
- There should be regular reviews to evaluate the succession planning practices.
NEED DRIVEN ASSESSMENT:
• A need driven assessment to be carried out, for positions where succession plan is identified. This list of positions should be referenced and specifically addressed when implementing succession plan.
• Create a competency matrix
• Interacting with HR department on competencies is necessary.
• Identify the ‘high fliers’ in the organization
• Be more systematic in selection
• Reinvent exit interviews as a tool for succession planning

TRAINING:
• Organizations currently provide employees with the opportunity for professional development through training and job shadowing/rotation for some positions; however, the organization should ensure that this opportunity is implemented for all positions identified through the need driven assessment.

OTHER FORMAL PROFESSIONAL DEVELOPMENT OPPORTUNITIES:
• Encourage leadership development through varied job assignments, education / training & self-development.
• Encourage senior level feedback.
• Focus on ‘action learning’.
• Establish an effective knowledge management system.
• Career planning workshops need to be organized across all organizations
• Career counseling should be given priority
• Employees in respondent organizations are currently able to express their career goals with management through the employee evaluation process. Employees are also encouraged to make training choices, as current training opportunities are emailed to all employees when available. To further enhance focus on individual attention in succession planning, management should be more proactive in communicating with employees on their career goals when determining criteria for the annual employee performance evaluation process.
Dedicated Responsibility:

- Each organization should identify a single employee who will be responsible for monitoring and evaluating succession planning at the agency. Additionally, an employee will be designated from each program area as a liaison who will monitor succession planning within their program area, and report findings on a regular basis to the organization’s succession planning coordinator.

- There should be dedicated funds set apart for the same.

EXTENDS TO ALL LEVELS OF THE ORGANIZATION:

- The directors should design detailed criteria for successors at senior level. For the middle & lower level, the managers can spend a few hours building a talent profile for each direct report.

- Definition & articulation of steps the employees in the lower grades to develop their competencies.

- The succession plan should be communicated throughout the organization. Currently organizations are practicing succession planning at the senior level, but for the plan to truly be successful, it must be organized at middle & lower levels, which will ensure accountability for participation.

EMPLOYEE VALUES AND ATTITUDES:

- Create a culture for effective succession planning and leadership development.

- Increasing diversity as a part of their strategic plan.

- To boost the morale of employees, ensure that succession planning initiatives are included as one of the attributes in performance appraisal, which in turn is linked to the variable pay.

OTHER ASPECTS:

- It should be made a part of the Strategic and Workforce Plan

- Ensure employee names are not listed on succession planning documentation; only position titles should be used.

- Write a policy & practices to guide the program

- Use web based products, which facilitates the collection, organization & use of succession planning information.
• Benchmark SP & management practices in other organizations.
• Add disclaimers to all succession planning documentation stating that the plan is not a guarantee of promotion, but simply a framework.

6.5 SCOPE FOR FUTURE RESEARCH

A few suggestions are proposed here for the benefits of future research in the area of succession planning and management practices. Using different methodologies such as face-to-face interviews and focus group with HR Experts/Practitioners should carry out first, future research. Although survey provides quick, inexpensive, efficient and accurate means of assessing information, interviews and focus group offer the unique advantage of obtaining immediate feedback, opportunity to probe for clearer and more comprehensive explanation. Second, the study should also include other possible items in the tested instruments, which are considered to be more suitable to expand the knowledge base in the area of succession planning. It may also include neighboring states of India to obtain interesting findings, which can benefit HRM and researchers. In addition, elements of organizational culture should also be tested in future research because succession planning does not happen in a vacuum, since such initiatives are influenced by organizational culture. Thus, interesting findings in this area will be of great use for succession literatures. Third, research sample, the present study focuses on lower and middle level employees the future research should include top management from each organization. This would provide more comprehensive information allowing for representation of not only HR managers and staff involved in the implementation but also from the perspective of other members in the organization. While this study attempt to look into the practices and approach of succession planning, there still remain many fruitful avenues for future research in the area of succession planning. Kesner & Sebora (1994, p.327) are quoted as saying “when it comes to executive succession, there is little that we know convincingly, much that we do not know because of mixed results and even more that we have not yet studied”. With that note, it is hoped that the findings of this research and the direction for future research would add invaluable contribution to the literature of succession planning.