



2021 INTERNATIONAL CONFERENCE ON ACCOUNTING AND FINANCE (ICAF)

ACCOUNTING AND FINANCE PROGRAMME
COLLEGE OF MANAGEMENT AND SOCIAL SCIENCES (COMSS)

BOWEN UNIVERSITY, IWO, OSUN STATE, NIGERIA

29 NOVEMBER – 1 DECEMBER 2021

THEME

ACCOUNTING AND FINANCE PROFESSION – FOSTERING SUSTAINABILITY INITIATIVES

PUBLISHED IN THE

INTERNATIONAL CONFERENCE ON ACCOUNTING AND FINANCE PROCEEDING

(ISSN: 2814-0257)

VOLUME 2

SUCCESSION PLANNING PRACTICES AND SUSTAINABILITY OF EMERGING BUSINESS IN OYO STATE,
NIGERIA

Toluwalase Fadun, Tunrayo Adubiobi, Itunu Olu-Ogunleye, & Julianah Akintunde-Adeyi

Bowen University, Iwo, Osun State

ABSTRACT

This study succession planning practice and sustainability of emerging business in Oyo state was carried out because of constant collapse of small and medium scale enterprises in Nigeria. The study specifically analysed the relevant practices necessary to promote succession planning among emerging business and determined the extent to which succession planning contributes to the sustainability of emerging business in Nigeria, with particular attention on Oyo state. The study adopts descriptive survey research design and data were sourced primarily using a structured questionnaire that was administered to a sample of emerging business in Ibadan, Oyo State, drawn from the total population of 7987 registered emerging businesses. The convenience sampling technique was used, and data collected from the respondents were analysed using regression analysis. The findings of the study revealed that succession planning has a significant contribution $F(4, 316) = 28.619, p=0.01$, as it accounts for 26.6% (.266) variance in the prediction of sustainability among emerging business. Specifically, to the sustainability of small and growing business, knowledge sharing positively contributes 82.8%, delegation positively contributes 40.0%, and teamwork positively contributes 34.0%, while talent management negatively contributes 31.4%. The study therefore concluded that succession planning influences the sustainability of emerging business, with knowledge sharing as the most adequate succession planning practices that contributes to the sustainability of emerging business.

Keywords: Succession Planning, Sustainability, Emerging business, Knowledge sharing.

INTRODUCTION

Every emerging business emanates with a mindset of offering an answer to a supposed commercial issue encountered by human. And for the business to live on, there is a need for continuity (Irolour & Umoh, 2017). Meaning that, no emerging business proposes to exist only within a minimal period of time, instead they aspire for a sustainable operation.

This study conceptualizes emerging businesses (EBs) as business under the popular Small and Medium Scale Enterprises (SMEs) speculations. This was grounded in the work of Oladele and Oladele (2016) which opined that these businesses are still striving to become established. The conceptualization tends to align with the sustainability ideology which represents improvement and maintenance of a healthy economic, ecological, and social system over time (Mensah, 2019). To ensure continuity, it becomes important for EBs to have strong capacity to survive and gain steady profit, face less business environmental hazards, guarantees employees abilities to access equal opportunities and development as well as assures individuals social and environmental benefits (Munck et al., 2013). Business sustainability is a proactive and intentional activity that keeps a business enterprise stable, resilient, and energetically advancing an agreed upon mission and goals within its social and economic environment (Adams, 2016). Korn (2007) opined that it is necessary to note that talent retention is a factor relevant to EBs sustainability because operators of this businesses tend to change their jobs either voluntary (retirement or seek for greener pasture) or involuntarily (relieve of

appointment, deaths), thereby causing the business to be faced with vacancies in job positions or successors to fill the vacancies. Training of potentials to become successors therefore becomes important and could be achieved through sharing of knowledge among employees within the organisations. Also, organizations need to ensure that in managing their talents, working as a team most especially between superiors and subordinates needs to be established. These further create room for delegation of task as well as knowledge sharing. Through these practices, operator's commitment can be enhanced to avoid consistent exit from the business, thus, creating a pool of human resources that the business can choose from to fill a vacant position. The need to build up people that can occupy vacant positions and shoulder responsibilities assigned to them means that succession planning is often associated with talent and human resource management (Chartered Institute of Personnel and Development (CIPD, 2012).

Many EBs business are faced with the challenge of erratic operations toward sustainable continuity (Kaminskaite, 2017). As a result of this, the need for effective planning towards acquiring and maintaining potential talents by giving credence to workable succession plans becomes a sustainable development goal to be hinged on by EBs right from their inception (Nwosu, 2014). Succession planning according to (Rothwell, 2010) involves deliberately trying to make arrangement for a future need to change or replace relevant positions which are needed to ensure continuity of the organization's operation. By this definition, it appears that succession involves taking over the control of a business enterprise to close all existing lacuna that may obstruct the smooth running of the business operations. However, succession plan takes different forms, as it can be a way of developing talents from within and the transfer business control to an individual or an existing firm (Seymour, 2008). Darvish and Temelie (2014) expressed that the need for succession planning in an organisation have changed from identifying only the immediate or short-term vacant positions to be replaced, to the acquisition of talented employees that will be capable of fulfilling the vision throughout the business life cycle. Therefore, the essence of succession planning is to avoid disruptions in the flow of talent required for business continuity.

In Nigeria, specific centres which disseminating information on business research were not in place until 2003, when government funded and established an agency called Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) to provide consultancy, information, and guidelines to entrepreneurs that desire to own businesses (Nkirukai & Ogundeinde, 2016). However, little is done to assist owners at the final stage of ownership life cycle. Thus, for a developing economy like Nigeria, adequate policies that will enhance sustainability of EBs should be the ultimate concern since it determines economic growth of the nation (Akpan & Ukpai, 2017). The failure rate of small and growing business in Nigeria have been reported to be between 60-70%, and this is mostly between the first three years of their existence (Ma'aji, 2019). The cause for this failure ranges from various internal and external factors, and among them is the issue of succession planning (Dauda, 2013). Operators of EBs seems not to give credence to issues of business succession nor prepare the next generation of leaders. Succession planning therefore becomes a strategy that will enhance sustainability and business continuity. Therefore, the need arises for studies to be carried out on how the sustainability of these EBs can be ensured.

Therefore, having examined the contributions of SMEs in Nigeria, the study is undertaken to examine the influence succession planning practices has on the sustainability of EBs through some explanatory variables which are, talent management, teamwork, delegation, and knowledge sharing.

LITERATURE REVIEW

Concepts, theories, and related studies on the subject matter are reviewed in this section.

Overview of Emerging Business

Oladele and Oladele (2016) posit that EBs are mostly described in relation to their ownership structure, such as businesses that most times privately owned, employs small number of employees, has a low revenue/turnover as well as available start up and maintenance financial resources. This description is related to the concept SMEs. SMEs connotes different meaning because of the variation in its composition, size, and number of employees, scope, sales volume, and capital strength. However, there is generally position that these compositions do not provide standardized yardsticks for all industries and for all time (Mensah, 2013). For instance, what is classified as a small business in the US may be referred to as medium sized business in other parts of the world (Garg & Weele, 2012).

The Small and Medium Enterprise Equity Investment Scheme (SMEEIS) views SMEs as "any enterprise with a maximum asset base of N500 million (excluding land and working capital), and with no lower or upper limit of staff". Also, Section 37b (2) of the Companies and Allied Matters Decree of 1990 defines a small company "as one with an annual turnover of not more than N2 million and net asset value of not more than 1 million naira" (Ekpenyong & Nyong, 1992). Furthermore, the Central Bank of Nigeria (CBN) categorized SMEs in Nigeria according to asset base between N5 Million to N50 million for small enterprise and between N50 million to less than N500 Million (excluding land and buildings) for medium enterprise, while the number of employees ranges between 10 to 49 for small enterprises and 50 to 119 for medium enterprises (CBN Guidelines, 2010). Based on SMEDAN's (2017) report, majority of the businesses in Nigeria are SMEs, contributing over 50% to the country's GDP. Also, majority of the large companies seen today started as SMEs before growing into large family business and multinational companies. This means that the sustainability of SMEs should be the concern of every stakeholder such that Nigeria economy will continue to have growing SMEs that will emerge into large companies. SMEs seem small at inception but turn out to be the most important enterprises in the economy.

Succession Planning

The inability of business owners to plan for succession can result into unstable business operations and leadership transition crisis (Dauda, 2013), which could lead to sudden death of a business enterprise. This makes succession planning an important area in human resources management. Collins (2009) defines succession planning as a progression that can offer continuous management evolution in an organization. This implies deliberate, logical, and systematic effort to build successors through proposed learning experiences such as delegating responsibilities, sharing innovative ideas and team work to fill vacant positions without prejudice (Tropiano, 2004). Rothwell (2001) cited in Dagogo and Amina (2019) identified the importance of succession planning to include: effectiveness and efficiency of successors, reduction of the outcome of downsizing on the organisation and promotion of diversity and multiculturalism. Thus, these reasons intensify the need to look at succession planning beyond an avenue to prepare for refilling vacant position, but as a general means through which effective operation within the organization can be ensured as human capital are being developed to possess the necessary knowledge, skill, and abilities. Therefore, succession planning should not be seen in term of replacement planning which is a form of risk management (Rothwell, 2001), but with the goal of reducing the effect unplanned loss of active employees or business operators on the smooth running of the business. Thus, replacement planning is aimed at filling any vacant positions, but is not necessarily future oriented. Business owners may wish to take a hard look at delegating responsibilities with an

equal amount of authority to carry out certain responsibility before their exit or active employees change job. This is to ensure that active potentials are encouraged to perform challenging task to build confidence and commitment needed to take the organization to the next level. In other to have a workable top-down succession plan, managers need to identify possible future leaders, with personal development plan and aligned it to goals of the organization (Rothwell et al., 2015).

Practices of Succession planning

Researchers have used various variables as proxies for succession planning. However, four variables which include talent management, teamwork, delegation, and knowledge sharing were considered in this study. These variables are used because participation of all viable potentials in business operations is germane to the sustainability of business enterprises.

Talent Management

Talent management concepts address organizational and individual needs which forms part of business practices that enables individuals to fulfil personal goals without conflicting with goals of the organization (Chepkwony, 2012). It is also viewed as a new way of administration succession plan because it is mainly concerned with grooming of high potential readily available to handle difficult task (CIPD, 2012). With this, it can be deduced that talent management is necessary for acquiring, retaining talents, and ensuring that these talents are well engaged in daily routine activities in other to build successors that are cable of handling leadership positions.

Teamwork

Teams are vital organizational constituent that acts as link between an individual and organization, such that wider flow of learning process can be achieved from individuals to groups, and up to the whole organization (Robinson, 2017). Thus, the need for individuals to work together as teams becomes necessary to ensure effective use of everyone's talent. Therefore, team consist of different individuals with distinctive skills to achieve common goals are paired together and held accountable for the outcomes of the joint efforts to achieve specific business goal (Katzenbach & Smith, 1993). Chepkwony (2012) expressed that having clearly stated set of business goals is crucial to teams and individual employees pursuing the same goals. However, communication strategies become necessary as Cooper and Slagmulder (1999) postulated that "creating a clear vision requires excellent communication, unambiguous definitions and a deep understanding of project goals". Whelan et al. (2010) further expressed that business operators/managers have neglected coordinating the roles team plays in pursuing business goals and easy flow of institutional knowledge. Therefore, business organizations should be viewed as a system that need integration of various teams, circulate institutional knowledge between teams, hence collective effort is geared towards achieving common business goals (Huang, 2004).

Delegation

Delegation entails the act of a superior giving power to a subordinate which is needed to execute a given responsibility (Nwosu, 2014). This implies giving credence to innovative ideas of team members to compete effectively with other organization is paramount to present and future business survival (Huang, 2004). Thus, effective delegation is necessary to build talents (Nwosu, 2014), as it enables leaders to adopt potential development opportunities to discover talents within their groups that can achieve excellent results. Thus, to

have pool of successors, organisations need to see delegation as a practice that needs to be put into operation. Delegation is shared responsibilities between other people and taking necessary steps for the performance of specific task without delay (Koontz & O'Donnell, 2003). In essence, delegation of authority allows subordinates to take certain level of decisions without checking with superiors. The implication of delegation on succession plan as posited by Nwosu (2014) includes: subordinate ability to learn by doing; weaknesses that requires training is exposed; shared responsibilities is encouraged among organizational members; enhances improvement in the abilities of successors through exposure to the activities of the organization and commitments towards achieving organizational goals attained.

Knowledge Sharing

Bock and Kim (2002) defined knowledge sharing as a collective interpersonal relationship between humans which therefore tends to strengthen the interaction between employees in an organization. Frappaolo (2006) opined that knowledge sharing is about how people utilize and transfer what they know. In line with this, Tasmin and Woods (2007) asserted that knowledge sharing is a social system that allows collaboration and integration of knowledge which is normally facilitated by technological devices. Dalkir (2005) also supported this assertion that knowledge sharing is related with suitable mix of technological channels for optimizing knowledge transfer. Therefore, creating and exchanging knowledge can be done with or without superiors' supervision, as it happens only when people willingly cooperate with others. This exchange of knowledge can lead to the creation of new knowledge, which can aid competitive strength of the organization.

Bock and Kim (2002) argued that sharing knowledge is often unnatural because people will not share valuable and important knowledge as they think knowledge power. But Samieh and Wahba (2007) agreed that the knowledge sharing practice are motivated and executed mainly at the individual levels. Even in the absence of strong organizational norms of knowledge sharing in small and medium scale businesses, employees may tend to share knowledge with only group members because of personal benefits and better performance than others. At the end, knowledge sharing practices can help organizations becomes more profitable and undefeated. Fadun (2017) further asserts that if knowledge sharing has been put in place in an organization, there will be opportunity to deliver quality service by encouraging individual to source for, share new skills and innovations among themselves to aid efficiency in task performance, making work more satisfying for employees by overcoming obstacles to effective performance.

Benefits of Succession Planning

Succession planning has grown and it's significantly important over the decades because of the functions it plays in ensuring that business enterprises transit seamlessly from one leadership or ownership to another (Almessabi, 2017). This makes succession planning an important factor to the sustainability of any business organization regardless of its formation structure. Thus, succession planning awakens the understanding of business owners and managers on the need to take strategic decisions to its talent pool development as it becomes necessary where the government policy and frequent movement of employees for greener pasture affects loss of organizational knowledge and business survival.

According to Collin and Hussy (2009), succession planning "facilitates flow of talent emerging from within the organization" so as enhance employee's morals, commitments, and business survival. Similarly, Smith, Houghton, Hood and Rayman (2006) views succession planning as strategies for grooming talents in organization and critical for attracting specific talents that are needed from other firms in other to remain

resilience. Therefore, succession planning helps business organizations with internal re-sourcing, reduces employees drift and recruits' candidates for appointment into vacant positions (Huang, 2004). Also, (Rothwell, 2010) stated that "having the right people with right skills in the right jobs doing the right things" is the benefit of succession planning to an organization. This implies that organization with implemented succession plans have the chance of building strong talent resource for present and future survival of the organization.

Sustainability of Small and Medium Scale Enterprises

Sustainability is a word that has its root from 'sustain' which connotes the capability of maintaining or keeping intact something which already exist. As used in the context of this work, Sustainability is centred on stability of business operations and transfer of business ownership for continuous business survival. This is because the concern for high rate of collapse of SMEs and how to minimize it is a growing concern for many researchers. Therefore, for any business to be sustained and maintained for a long term requires the need for a succession plan Mensah (2012). In resource theory, sustainability refers to durable competitive advantages (Freiling, 2001). The long-term wellbeing any business enterprise depends on its ability to foresee and respond quickly to changes in economic landscape, in politics or legal system, in leadership, in ownership or management (Ward, 2006). The more prepared the business is to any of these changes, the better the sustainability potential of such a business. According to Toms (2015) "organization sustainability is a proactive and intentional attention to the factors that keep an organization stable, resilient, and energetically advancing an agreed upon mission and goals". It defines the organizational strength and leader's ability to adjust to changes either financially or other form of stability. An organization is said to be sustainable when there are viable employees to perform business to perform business functions as competences connotes assets which allow certain tasks, routine, and processes to be performed (Munck et al., 2013).

Transformational Leadership Theory

Transformational Leadership Theory has been used by researchers and scholars in recent times. Burns (1978) as cited by Almessabi (2017) propounded the theory but later developed by and later by other scholars such as (Bass, 1985; Bass & Avolio, 1994; Bennis & Nanus, 1985; Tichy & Devanna, 1986). These theorists express a common view that leaders need to stimulate employees to perform their duties extraordinarily without close monitoring. As posited by Leithwood (1992), the objective of this theory is to discover hidden abilities among the followers and then to build confidences in pursuing business goals. Therefore, Northouse (2015) concluded that "mutual relationship that develops between the leader and the followers converts the leader into an outstanding moral change agent, and the followers into outstanding leaders" In transformational leadership theory, leadership is viewed as influencing employees' attitudes and building commitments for the fulfilment of organizational goals and objectives (Yukl & Van-Fleet, 1992). Therefore, transformational leaders should inspire followers to accomplish more by achieving business goals without conflicting with personal goals Transformational leadership focuses on attainment of individual need as it determines the loyalty of followers and transformation of followers into leaders (Yukl & Van Fleet, 1992, Avolio, 1999; Avolio & Gardner, 2005;).

According to Bass (1985) cited in Mullins (2005), the transformational effectiveness of leaders to motivates followers to perform beyond expected results is measured in terms of productivity. Moreover, applying the ideas of Burns (1978) to organizational sustainability, Bass proposed a theory of transformational leadership which argues that leader transforms and motivates followers by communicating the purpose of existence to

employees; remind them to relinquish personal interests for the sake of the organization or team to achieve higher-level needs.

Empirical Review

Obadan and Ohiorenoya (2013) using two small businesses in the hotel industry in Benin City, Edo State examined the succession planning process. Data was elicited from the chief executives and employees of the hotels that were captured using a questionnaire. Result from the responses retrieved and analysed established there are no plan for succession within the organization. It was also believed that the capabilities of potential successors are most times not considered while planning for succession within the organization.

Similarly, owners of 50 randomly selected SMEs in Oshodi-Isolo Lagos state were interviewed using a questionnaire in the study of Nkiruka and Ogundeinde (2016). While investigating the sustainability strategies adopted by SMEs to survive, the findings of their study posits that the motivation of an employees is very crucial in ensuring that SMEs survive even in an economy that is volatile. Also, a significant relationship was established between survival strategy and sustainability of SMEs.

Iroulor and Umor (2017) analysed the role organizational structure plays in planning for succession within assembling firms in Rivers State. The review embraced semi test plan. These firms were randomly selected from which primary data were sourced from through the use of a questionnaire, supported by reviews from other studies. The Spearman's test was used to reveal the connection coefficient and fractional relationship, and this uncovered that the structure of an organization directs the connection between the succession planning and organizational resilience. It was therefore reasoned that developing the management of the organization as well as tutoring were acceptable managerial apparatuses to sustained organisation. In this way, they recommended that policymakers, directors, and supervisors of assembling firms to use the succession planning practices which positions the organization in a condition of negative entropy, by drawing in the right resources to the different spots within the organisation. Succession planning practices within the organization should therefore be utilized as an information maintenance measure that will deliberately direct the organization's endeavours, such that a positive achievement will be driven.

A research led by Nwosu (2014) on succession planning and survival of corporate firms uncovered that organizations that neglect to deliberately set up a very much expressed viable succession plan will experience the issues of persistent presence and endurance that may probably prompt liquidation. Hence, the surest method for keeping up with development and sustenance of an organization is through a strong plan for succession. The review distinguished mentoring, delegating, human capitals development and retention, as well as in-house recruitment as practices that make succession to be effective. Likewise, Onwuka, EkwulugoDibua and Ezeanyim (2017) analysed the connection between managing succession and survival of transportation firms. From the primary data recovered from not many transportation organisations chosen, findings from the analysis showed that mentoring is positively related to the continuity of a business. In view of the discovery, it is vital for mentoring to be well energized within the organisation since it offers freedoms to create able, competent, and useful worker who will grow the organization even after the debilitation or death of the critical partner.

METHODS

This research was conducted among EBs situated in Oyo State. The descriptive survey design was adopted by the study. This design was assumed to establish and define the features of the variables of in ascertain state.

The study attained and defined the sights of the respondents in relation to the influence of succession planning on sustainability of EBs. This study is a quantitative study.

According to the information retrieved from the (SMEDAN, 2017) collaborative survey, the total number of SMEs registered in Ibadan was 6131. Each organization will be represented by one operator, most especially the owner or manager of the business. Thus, the total population for this study was 7987. Using the survey monkey sample size calculator, a sample size of 362 was derived. The convenience sampling technique was used to choose the EBs representing the population for the study. This sampling technique was assumed due to the unwillingness of some businesses to partake in the study, thus only businesses that are enthusiastic to participate in the study and provide relevant information are conveniently sampled. Primary source of data was employed using a well-structured and semi structured questionnaire as data collection instrument. A Cronbach's alpha test was used to test for the statistical reliability of the research instrument, where a 65.2% reliability for the independent variable, operationalized through the four succession planning practices, and for the dependent variable (Sustainability of EBs), 76% reliability was recorded.

A multiple linear regression model was used for the study. All proxies of the independent variable (Succession planning) which are talent management, teamwork, delegation, and knowledge sharing were incorporated and aligned with the dependent variable (Emerging business sustainability). The model is summarized as follows:

$$EBS = \alpha_0 + \alpha_1TM + \alpha_2T + \alpha_3D + \alpha_4KS + \mu_i \dots \dots \dots i$$

Where:

EBS = Emerging business sustainability

α_0 = Constant of the Equation

TM = talent management

T = teamwork

D = delegation

KS = knowledge sharing

$\alpha_1, \alpha_2, \alpha_3, \alpha_4$ = Coefficient of Independent Variables

μ_i - Stochastic Variable or Error Term.

The data collected from the questionnaire administered was analysed using inferential statistics in form of regression analysis. This analysis was conducted using the Statistical Package for Social Sciences (SPSS), version 22.

RESULTS AND DISCUSSION

88.4% response rate was recorded in the study, as only 320 responses were retrieved from the 362 business operators captured in the study. The result from the model summary in table 1 revealed that the extent to which succession planning have a variation in promoting sustainability among EBs is 26.6% (i.e., R square= 0.266). The ANOVA in table 2 shows the Fcal as 28.619 at 0.01 level of significance. Thus, succession planning significantly influence the sustainability of EBs. The coefficient analysis in table 3 shows a simple model that expresses the influence succession planning practices (talent management, teamwork, delegation, knowledge

sharing) has toward promoting sustainability among EBs. The model is mathematically shown as $EBS = \alpha_0 + \alpha_1 TM_c + \alpha_2 T_c + \alpha_3 D_c + \alpha_4 KS_c + \mu_i$, where EBS is the emerging business sustainability; α_0 = Constant of the Equation, TM = talent management, T = teamwork, D = delegation, KS = knowledge sharing and μ is the error term.

Therefore $EBS = 4.735 + (-0.314) + 0.340 + 0.400 + 0.828$. This means that for every 1-unit increase in knowledge sharing, emerging business sustainability increases by 82.8%, for every 1-unit increase in delegation, emerging business sustainability increases by 40.0%, for every 1-unit increase in teamwork, emerging business sustainability increases by 34.0%, for every 1-unit increase in talent management, emerging business sustainability decreases by 31.4%. Thus, only three (knowledge sharing, delegation, teamwork) out of the four succession planning practices positively contribute to the sustainability of SMEs.

From these, it can be deduced that the best practice to sustainability among small and medium scale enterprise is knowledge sharing, followed by delegation and teamwork. These findings are in synergy with the work of Jilani, Fan, Islam, and Uddin (2019) which established that sharing of knowledge motivates and influence employees to achieve sustainable performance. Similarly, Nwosu (2014) believed that delegation is very essential in maintaining the day to day running of an organization hence leaders should delegate adequate responsibility to their subordinate in the organization for continuity to be achieved. While Šalkauskienė (2017) connotes that an appropriate way to harmonize the economic, social, and environmental aims is through teamwork. However, the findings from this study however negates the conclusion of Beheshtifar and Nekoie-Moghadam, (2011) on talent management as a practice to be concentrated on in planning succession based on their reviews from journal, books, and related report. This is because this study postulates that attracting, retaining, and developing talents only will rather influence the sustainability of emerging business negatively.

Table 1: Model Summary for Succession Planning Practices and Emerging Business Sustainability

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.516 ^a	.266	.257	2.15636

a. Predictors: (Constant), Talent management, Teamwork, Delegation, Knowledge sharing

Source: Field Survey (2021)

Table 2: ANOVA Table for Succession Planning Practices and Emerging Business Sustainability

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	532.297	4	133.074	28.619	.000 ^b
Residual	1469.367	316	4.650		
Total	2001.664	320			

a. Dependent Variable: Emerging Business sustainability

b. Predictors: (Constant), Talent management, Teamwork, Delegation, Knowledge sharing

Source: Field Survey (2021)

Table 3: Coefficient Table for Succession Planning Practices and Emerging Business Sustainability

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.735	1.067		4.439	.000

Talent Management	-.314	.121	-.158	-2.591	.010
Teamwork	.340	.082	.211	4.158	.000
Delegation	.400	.096	.226	4.173	.000
Knowledge sharing	.828	.135	.367	6.152	.000

a. Dependent Variable: Emerging Business sustainability

Source: Field Survey (2021)

CONCLUSION

Based on the findings of the study, the study concludes that knowledge sharing, delegation and teamwork are necessary practices that need to be put in place by EBs to promote succession planning. These practices require little, or no cost required to be implemented, but adequate good interpersonal relationship and commitment on the part of the employees need to constantly be ensured. In addition, the study concludes that good interpersonal relationship must be ensured among EBs operators, because without a good relationship existing within the organization, teamwork, delegation, and knowledge sharing as a succession planning practice will not be achievable.

Therefore, it is best for EBs to cultivate and indulge the habit of ensuring that operators either as the employer or employees with superior knowledge regarding the business operation should avoid holding on the knowledge to themselves alone, but instead, should be shared with others. Similarly, superiors are encouraged to give their subordinates room for participation in business activities through delegation of responsibility. Not just that, authority needs to be transferred alongside with the responsibility. Also, with employees within the organization working together as a team in carrying out their assigned duties, there will be a high level of interdependency in delivering a successful job to ensure that the business is sustained. Thus, with all these practices put in place, the exit of a key member within an organization will not lead to the end of the business.

In lieu of this, the willingness of the employer/employees within the organization to share knowledge, and work with other employees is of paramount importance. Likewise, there is a need to ensure that an information dissemination channel is put in place by the organization, either formally or informally, which will enable effective flow of information within the organization.

REFERENCES

- Adam, R. (2015). Sustainability-Orientated innovation: A systematic Review. *International journal of management reviews*, 12(2). 1-14.
- Akpan, P. L., & Ukpai, K. A. (2017). Succession Planning and Survival of Small Scale Businesses in Benue State. *International Journal of Scientific and Research Publications*, 7(2), 408-411. www.ijsrp.org
- Almessabi, B.N.A. (2017). *Critical Factors in Leadership Succession Planning: Securing the Human Resources Future for Government Organization in Abu Dhabi Emirate, UAE*. DBA Thesis, Southern Cross University, Lismore, NSW.
- Avolio, B. J. (1999). *Full leadership development: Building the vital forces in organizations*. Sage.
- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16(3), 315-338.
- Beheshtifar, M., & Nekoie-Moghadam, M. (2011). Talent management: A complementary process for

- succession planning. *Life Science Journal*, 8(4), 474–477.
- Bontis, N., Crossan, M. & Hulland, J. (2002). Managing an Organizational Learning System by Aligning Stocks and Flows. *Journal of Management Studies*, 39(4), 437-469.
- Cooper, R. & Slagmulder, R. (1999). Develop profitable news products with right costing. *Sloan Management Review*, 40(4), 23-33.
- Dagogo, M., & Amina, J. (2019). Arabian Journal of Business and Management Review (Kuwait Chapter). *Arabian Journal of Business and Management Review (Kuwait Chapter)*, 8(2), 1-10.
- Dauda, D. (2013). Business Continuity and Challenge of Succession in Nigeria: What happens when the CEO leaves? *IOSR Journal of Business and Management*, 8(4), 59–65. <https://doi.org/10.9790/487x-0845965>
- Fadun, T.A. (2017). *Human Capital Development and Administrative Effectiveness of Non-Academic Staff in Osun State*. M.Sc. Thesis submitted to the Department of Business Administration, Bowen University, Iwo.
- Freiling, J. (2001), A Competence-based Theory of the Firm. *Management Review*, 15(1), 27-52.
- Garg, A., & Weele, E. Van. (2012). Succession Planning and Its Impact on the Performance of Small Micro Medium Enterprises within the Manufacturing Sector in Johannesburg. *International Journal of Business and Management*, 7(9), 96–107. <https://doi.org/10.5539/ijbm.v7n9p96>
- Hart, A.S. (2011). *An in-depth evaluation of succession planning and management in health care organizations*. A dissertation submitted to the faculty of the graduate school of the University of Minnestota.
- Huang, T. C. (2004). Succession management systems and human resource outcomes. *International Journal of Manpower*, 22(7), 736-747
- Iroulor, N.V., & Umoh, G.I. (2017). Organizational structure on succession planning and organizational resilience of manufacturing firms in Nigeria. *Scholarly Journal of Sciences and Essay*. 6(12), 136-141.
- Kaminskaite, J. (2017) *Reducing the Failure Rate of SMEs. Comparative Analysis of Excellence Management Systems: Six Sigma and Lean Start-up*. A thesis submitted to International Business and Logistics programme, Helsinki Metropolia University of Applied Sciences.
- Koontz, H & Wehrich, H (2003). "Management." 9th Edition. New York: Mc- Graw Hill Book Company, 391-460.
- Ma'aji, M. M. (2019). Modelling business failure among small businesses in Nigeria. *Journal of Economics, Finance and Accounting (JEFA)*, 6(2), 72–81. <https://doi.org/10.17261/pressacademia.2019.1046>
- Mensah, J. (2012). *Succession Planning in Small and Medium Enterprise in the Takoradi Metropolis of Ghana*. A Thesis Submitted to the Institute of Distance Learning, Kwame Nkrumah University of Science and Technology.
- Mensah, J. (2019). Sustainable development: Meaning, history, principles, pillars, and implications for human action: Literature review. *Cogent Social Sciences*, 5(1), 1–21. <https://doi.org/10.1080/23311886.2019.1653531>
- Munck, L., Bansi, A. C., Galleli, B., & Cella-de-Oliveira, F. A. (2013). Em Busca Da Sustentabilidade Organizacional: a Proposição De Um Framework. *Revista Alcance*, 20(4), 460–477. <https://doi.org/10.14210/alcance.v20n4.p460-477>
- Nkiruka, I. & Ogundeinde, A. (2016). Survival Strategies and Sustainability of Small and Medium Enterprises in the Oshodi-Isolo Local Government Area of Lagos State, *Sapientiae, Economics and Business Journal*, 4, 103–118

- Nwosu, E. H. (2014). Succession Planning and Corporate Survival: A Study of Selected Nigeria Firms. *The International Journal of Business & Management*, 2(9), 74–92.
- Oladele, S., & Oladele, F. (2016). New product and emerging business growth in Kwara State. *World Journal of Entrepreneurship, Management and Sustainable Development*, 12(3), 207–227. <https://doi.org/10.1108/wjemsd-09-2015-0038>
- Robinson, E. (2017). *Influence of Succession Planning on Knowledge Transfer*. 199.
- Rothwell, W. (2001). *Effective Succession Planning: Ensure Leadership Continuity and Building Talent from Within (2nd ed.)*. Atlanta: AMACOM.
- Rothwell, W. J. (2010). *Effective Succession Planning: Ensuring leadership continuity and building talent from within*.
- Rothwell, W. J., Jackson, R. D., Ressler, C. L., & Jones, M. C. (2015). *Career planning and succession management: Developing your organization's talent for today and tomorrow (2nd ed.)*. Denver, CO: Praeger.
- Šalkauskienė, L. (2017). the Links Between Teamwork and Sustainable Development Concepts to Increase the Competitiveness of the Organisation. *Professional Studies: Theory and Practice*, 3(18), 45–51.
- Seymour, S. (2008). Boost your business value with succession planning. Human Resource Management International Digest, *Family Business Review*, 14(1), 11-21.
- SMEDAN. (2017). SMEDAN and National Bureau of Statistics Collaborative Survey: Selected Findings (2017). *SMEDAN/NBS MSME Survey*, 1–50.
- Smith, A.; Houghton, S. M; Hood, J, N, & Rayman, J.A. (2006) Power relationships among top managers; Does top management team power distribution matter for organizational performance? *Journal of Business research*, 59(5), 622-629
- Tropiano, M. (2004). Effective succession planning. *AT & L*, 60(10), 50–53. <https://doi.org/10.1002/ert.3910150104>
- Ward, K. (2003). A neglected factor explaining family business success: Human resource practices. *Family Business Review*, 7(3), 251.
- Whelan, E., Collings, D. G., & Donnellan, B. (2010). Managing talent in knowledge-intensive settings. *Journal of Knowledge Management*, 14(3), 486–504. <https://doi.org/10.1108/13673271011050175>