



SUCCESSION PLANNING AND ASSET OPTIMIZATION OF MANUFACTURING FIRMS IN SOUTH EAST NIGERIA

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ABSTRACT

The study evaluate dsuccession planning and asset optimization of manufacturing firms in south east, Nigeria. The specific objectives were to: evaluatesuccession planning and asset optimization of manufacturing firms in south east, Nigeria. The specific objectives were to: Examine the relationship between building competencies and quality delivery of services of manufacturing firms in south east, Nigeria, evaluate the relationship between job requirement and achievable performance of manufacturing firms in south east, Nigeria and ascertain the relationship between leadership development and asset condition of manufacturing firms in south east, Nigeria. The study used the survey approach. The primary sources were personal interview and the administration of questionnaire. A population of 3,812 staff was used. The population of the study was drawn from the staff of these organizations under study using a stratified sampling method. The adequate sample size of 349, was determined using Freund and William's statistic formula. 326 staff returned the questionnaire and accurately filled. That gave 93 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.75 which was also good. The hypotheses were analyzed using Pearson correlation coefficient (r). Findings indicated that building competencies and quality delivery services of manufacturing firms in south east; Nigeria are significantly related $Z(95, n = 349) = 0.721, p$



> 0.05; job requirement and achievable performance of manufacturing firms in south east, Nigeria are significantly related $Z(95, n = 349) = 0.705, p > 0.05$; leadership development and asset conditions of manufacturing firms in south east, Nigeria are significantly related $Z(95, n = 349) = 0.847, p > 0.05$. The study concluded that succession planning provides essential insight on how to safeguard the continuity of business as leadership is being passed to employees. The study recommended that Organizations should develop sound employee retention strategies aimed at retaining highly skilled personnel and at the same time building up on under performers and among others.

KEYWORDS: Succession, Planning, Asset , Optimization, building, competencies.

1.1 INTRODUCTION

Succession planning is a strategy for passing on leadership roles often the ownership of a company to an employee or group of employees. Also known as "replacement planning," it ensures that businesses continue to run smoothly after a company's most important people move on to new opportunities, retire, or pass away (Will, 2020). Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available (Patricia, 2017). It helps in identifying and developing of new leaders who can replace old leaders when they leave, retire or die. Succession is the process by which a person takes an official position or job after another has been doing it. It is also said to be a position which is being handed down to a successor by a predecessor. Planning is the first and foremost activity to achieve desired results. It involves the creation and maintenance of a plan, such as psychological aspects that require conceptual skills. Succession planning as a process for continuity of leadership. Succession planning is also as a modern technique followed by many companies, that concentrates on identifying the prospects, out of many employees in the organization, who might be possible successors, for the key positions. Succession planning is a part and parcel of human resource planning (business jargons (bjn.d)).



Adam, (2020) define asset as a resource with economic value that an individual, corporation, or country owns or controls with the expectation that it will provide a future benefit. The International Financial Reporting Standards (IFRS) defines an asset as a resource controlled by the enterprise as a result of past events and from which future economic benefits are expected to flow to the enterprise.” In financial accounting, asset is anything tangible or intangible that can be owned or controlled to produce value and that is held by a company to produce positive economic value. Corporate finance institution (CFI n.d). Optimization is the action of making the best or most effective use of a situation or resource. Optimization is also defined as an act, process, or methodology of making something as fully perfect, functional or effective as possible. Asset optimization is a strategy that provides the capability to convert all aspects of the operational valuables in order to extend the life-cycle, costs and ensure availability, Asea Brown Boveri (ABB, n.d). Asset optimization is further defined as adding key elements to asset management and using those elements to make assets work better and cost less. Ryan, (2017) noted that optimization models are built to achieve a goal while considering constraints and variables.

Optimization can have significant impact in planning which can be short and long term impacts, The relationship between succession planning and asset optimization is the implementation activities necessary to realize an organization's asset management objectives which translate the strategic intent of the company. Study indicates that many succession planning initiatives fall short of their intent. The relationship and interdependencies of asset management policy, strategy, objectives, and planning to achieve those objectives clearly demonstrates how important organizational alignment is to the creation of asset management plans, Life cycle engineers (LCE n.d)

1.2 STATEMENT OF THE PROBLEM

The purpose of developing a successful employee succession plan is to guarantee that the hired candidate fills in and fits in perfectly with the position and the company respectively



by constantly preparing himself/herself for promotions, advancements and unexpected challenges in job roles.

Large or small, every organization faces challenges in succession planning. They can range from problematic finer points to major structural issues. Manufacturing firms have been faced with the problem of building competencies which leads to lack of identification of skills and abilities associated with career goals. Lack of candidates with the job requirements. Organizations of all sizes and industries are currently facing a range of leadership development challenges, leadership development a common process in succession planning, aims at producing high quality leaders to take over higher positions when they become vacant, cannot be so when there is inadequate leadership development.

Frequent changes in the succession planning strategy affect the building competencies of the organization which leads to the production of poor quality delivery of services. Hiring new employees affects the development opportunities of existing employees with unachievable performance. Unexpected quits and hires affect the existing workflow of the company and alters the existing procedures which causes poor asset condition. This has necessitated the study of succession plan and asset optimization of manufacturing firms in south east, Nigeria.

1.3 Objectives of the study

The main objective of the study was to evaluate succession planning and asset optimization of manufacturing firms in south east, Nigeria. The specific objectives were to:

- I. Examine the relationship between building competencies and quality delivery of services of manufacturing firms in south east, Nigeria.
- II. Evaluate the relationship between job requirement and achievable performance of manufacturing firms in south east, Nigeria.
- III. Ascertain the relationship between leadership development and asset condition of manufacturing firms in south east, Nigeria.



1.4 Research questions?

The following research questions guided the study

- i. What is the relationship between building competencies and quality delivery of services of manufacturing firms in south east, Nigeria?
- ii. What is the relationship between job requirement and achievable performance of manufacturing firms in south east, Nigeria?
- IV. What is the relationship between leadership development and asset condition of manufacturing firms in south east, Nigeria?

1.5 Statement of Hypotheses

The following statement of Hypotheses guided the study

- i. Building competencies and quality delivery services of manufacturing firms in south east, Nigeria are significantly related.
- ii. Job requirement and achievable performance of manufacturing firms in south east, Nigeria are significantly related.
- iii. Leadership development and asset conditions of manufacturing firms in south east, Nigeria are significantly related.

1.6 Significance of the study

The study is significant to the following;

The study will be of great importance in the management process of firms. Succession planning ensures that businesses continue to run smoothly after a company's most important employees retire and leave the company.

Organizations use succession planning as a process to ensure that employees are [recruited](#) and developed to fill each key role within the company.

The knowledge of succession planning will be of help to the general public or individuals with the information on how to plan for succession so as sustain an organization.



Researchers would find the study will be useful to carry out related study in the future as it will serve as reference mater

1.0 Review of related literature

2.1 Conceptual frame work

2.1.1 Succession planning

Succession planning is a process for identifying and developing new leaders who can replace old leaders when they leave, retire or die. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available. Succession planning aims for continuity of leadership, preventing a chaotic power struggle through a power vacuum (Menaldo, 2016). Taken narrowly, "replacement planning" for key roles is the heart of succession planning. When properly planned and thoughtfully executed, CEO succession offers a company far more than just the transitioning of its top leaders. It enables organizations to envision new opportunities for growth, realign, strengthen processes and systems throughout the enterprise. Leaders will learn how to manage the succession process to achieve the best possible outcomes (Thomas, 2013).

Larson, (2016) noted that when succession occurs within a company's hierarchy, succession plans should consider issues that may arise relating to retention of the intended successor, the possibility of jealousy by other employees, and how other employees will respond when they learn of the succession plan. Succession Planning, specifically termed as Management Succession Planning, involves coaching and development of prospective successors or people within a firm or from outside to take up key positions in an organization through an organized process of assessment and training.

Succession planning is also defined as process by which individuals are scanned to pass on the leadership role within a company. The process ensures that business continues to operate efficiently without the presence of people who were holding key positions as they must have retired or resigned, The economic times The economic times (TET



n.d). Succession planning can result in significantly improved chances for a business's continuation (Fernández, Claudio, Ritter, 2015). Will, (2020) stated that succession planning is a strategy for passing on leadership roles often the ownership of a company to an employee or group of employees. Also known as "replacement planning," it ensures that businesses continue to run smoothly after a company's most important people move on to new opportunities, retire, or pass away.

2.1.2 Asset Optimization

Asset optimization is a strategy that provides the capability to optimize all aspects of the operational asset in order to extend the asset's life, reduce life-cycle costs and ensure availability, Plant engineering (PT, (n.d). It goes well beyond simply identifying fault-oriented maintenance requirements. The term is commonly used in the financial sector to describe people and companies who manage investments on behalf of others. Asset optimization is been used to conduct a review of existing equipment strategies to improve asset reliability and availability. Asset optimization is a strategy that provides the capability to convert all aspects of the operational valuables in order to extend the life-cycle, costs and ensure availability, Asea Brown Boveri (ABB, n.d). Asset optimization is adding key elements to asset management and using those elements to make assets work better and cost less International City/County Management Association (ICMA, (n.d). Ryan, (2017) noted that optimization models are built to achieve a goal while considering constraints and variables.

Asset management is part of a financial company which employs experts who manage money and handle the investments of clients. An effective asset optimization strategy combines the needs of the production and maintenance organizations. Its ability to share contextual information to those who need it when they need it reduces time to decision and coordinates production and maintenance activities. The primary benefit of asset optimization is to provide maximum production output at minimum cost.



2.1.3. Building Competencies

Competency is a series of knowledge, abilities, skills, experiences and behaviors, which leads to the effective performance of individual's activities. Competency is measurable and could be developed through training (Maaleki, 2018). The term "competence" first appeared in an article authored by R.W. White in 1959 as a concept for performance motivation. Building competency helps to identify the skills and abilities associated with career goal. Creating a competency framework is critical for both employee and system success. There are three components to competency, which are cognitive, psychomotor and interpersonal skill. Competence is the set of demonstrable characteristics and skills that enable, and improve the efficiency and performance of a job. Building competency has improved succession planning and asset optimization through providing much needed flexibility in fast moving industries. Competency model supports initiatives such as recruiting, performance management, career development, succession planning as well as other human resource business processes. Competency would grow through experience and the extent of an individual's capacity to learn and adapt. A competency model encompasses all the tasks, skills, behavioral examples, and proficiency requirements for a particular job. It focuses on factors the organization has marked "critical" to achieving the corporate strategy (Cheryl, 2015).

Caitlin, (2017) noted that organizations implementing a step by step succession plan that incorporates competencies is an excellent way to demonstrate a commitment to mentoring and developing promising employees. Competency profiles assist in effective learning and development by identifying the behaviors, knowledge, skills and abilities that are necessary for successful performance in a job.

2.1.4 Job Requirement

Job requirement is the quality or qualification an individual must possess in order to be suitable for a certain job. AnjaZojceska, (2018) said that job requirements are "must haves" that an employer is looking for in a candidate for a certain job position. Job



requirements are not just a list of specific qualifications, education, knowledge and skills needed for a particular position. Job requirements are the skills, experience, and attributes the employer wants to find in the candidate who is hired for the position. Gamage (2014) stated that the objectives of selection function are to get the right person to the right job, establish and maintain a good image as a good employer, and maintain the selection process as cost effective as possible.

Job requirements may involve types of experiences where candidates apply for specific skills, types and amounts of work experience, personal qualities, educational credentials, professional certifications, or areas of knowledge. Job qualifications are the credentials that qualify an applicant for the role (Alison, 2019). Requirements might also mention a combination of skills and a knowledge based on what the employer is seeking. Job postings may also state that some other skills, experience, or credentials are preferred but not required. Job experience requirements involve types of experiences where candidates apply for specific skills. Singh and Kassa (2016) found that human resource practices: recruitment and selection, training and development, performance appraisal and compensation have a significant relationship with organizational performance.

2.1.5 Leadership Development

Leadership development is a common process in [succession planning](#), which aims to produce high-caliber leaders to take over senior positions when they become vacant. Leadership development refers to activities that improve the skills, abilities and confidence of leaders. High-performers are typically identified for these leadership development programs, which may be longer term and broader than programs focusing on tighter end goals. Leadership development tend to select successors based less on objective data than on reputation and tenure. The potential gains of succession planning will go far beyond the obvious result of having a steady pipeline of leaders ready to step into new roles (Jeff, Kris, Kelly, Meghan, 2018). Leadership development differs from leader development, the former being used when referring to development programmes focusing on collective leadership in an organization and the latter on individuals. Leaders are essential for all lines of business



in an organization, since leadership and management go hand in hand. While moving up the ladder in an organization, skills can be acquired through leadership development programs. They are organized by companies to serve two purposes; firstly, to offer employees a clear pathway for taking up managerial roles and secondly, to help existing leaders hone their skills.

Leadership development programs benefits the firm as well as the employees, making it a win-win situation for both parties. It is essential that a leader must have a clear vision of the goals pertaining to the organization as well as the team. Leaders play a vital role in the smooth functioning of operations. Leadership development programs help to improve the skills that are most in-demand by employers. Additionally, the need to holistically map and integrate the career skills gained in curricular contexts is explored, with models provided for implementing (Adam peck 2018). The 2016 McQuaig Global Talent Recruitment Report, showed that organizations that have invested in leadership development have seen a positive effect on recruitment and retention of employees. Leadership is critical to all businesses. Candidates who showcase leadership qualities can have an edge over their contemporaries. Leadership development equips leaders with skills that can help them enhance the productivity of their team.

2.1.6 Quality Delivery Services

Quality Delivery Services is an assessment of how well a delivered service conforms to the client's expectations. Service business operators often assess the service quality provided to their customers in order to improve their service, to quickly identify problems, and to better assess client satisfaction Business Dictionary (B.D n.d) Service quality is one of the most important competitive factors in business. It depends on how the customer experiences the service. if the service quality is not sufficiently high, the service provider is likely to disappoint its customers regardless of their expectations. Quality service delivery is a key to excellent service. QualityWorking with customer data and feedback is of crucial importance when managing customer experiences. Business operators often assess the quality delivery services provided to their customers in order to improve their service, to quickly identify



problems, and to better assess client satisfaction. Quality Assurance is a process focused concept, where the processes are put in place to ensure the correct steps are used. Quality delivery services assure processes are put in place to provide comfort that the end product is obtained. Quality assurance and quality control are both crucial concepts in terms of manufacturing to ensure a company's products are created effectively and in a manner they expect. The relationship between service quality and customer satisfaction has received considerable attention in academic literature. Shanka, Mesay (2012) opined that the results of most research studies have indicated that the service quality and customer satisfaction are indeed independent but are closely related and a rise in one is likely to result in an increase in another construct. To achieve an effective quality delivery service, a service provider needs to include these three areas: customer intelligence, account management and continuous improvement and also gain a thorough understanding of customers (Business Dictionary (n.d) A service delivered under the highest quality standards is obviously a guarantee of satisfied customers. To achieve this quality, companies must develop products under the best market practices and taking into account customers real needs. Logistics are an essential part in providing good customer service on time (Baker, Alan, Phil, Peter, 2014).

2.1. 7 Achievable performance

Achievable performances are short-term objectives set for specific duties or tasks in an organization or current job position. These goals are usually related to the overall company goals or specific department goals where you work. Goal setting involves the development of an action plan designed to motivate and guide a person or group toward a goal (Grant, 2012). Achievable performance should be done in such a way as to facilitate the development and implementation of an action plan. The action plan should be designed to motivate the individual into action, and should also incorporate means of monitoring and evaluating performance thus providing information on which to base follow-up coaching sessions. Zirra, Ogbu and Ojo (2017) stated that the use of recruitment agency and internal employee recommendation in the recruitment/selection process enables organization to



recruit committed and productive employees while the recruitment through the influence of host community leads to organizational inefficiency.

Achievable performance can be guided by goal-setting criteria (or rules) such as sustainability, measurability, attainability, reliability and time-bound (SMART) criteria. Goal setting is a major component of personal development and management literature. Learning goals involve tasks where skills and knowledge can be acquired, whereas performance goals involve easy to accomplish tasks that will make one appear successful thus tasks where error and judgment may be possible are avoided. Keeping an eye on enhancing skills, setting and exploring ways to learn something new is the initial step towards achieving a better performance (Vartika, 2019). There can't be an effective succession plan and asset optimization if not continually identifying and developing high performing, high potential people in an organization, and grooming them to assume greater responsibility.

2.1.8 Asset Conditions

Asset Condition is a key parameter in determining remaining useful life, and can be used to predict how long it will be before an asset needs to be repaired, renewed or replaced. Asset condition is also an indicator of how well it is able to perform its function. The condition of an asset may deteriorate at a steady rate initially slowly, and then deteriorate at a faster and faster rate until it is no longer serviceable, at the time renewal works will need to be carried out to return it to its new condition. Asset condition assessments involve monitoring assets periodically, and using the data collected from those inspections to determine the condition of each asset (Will, 2018). Asset condition assessment is one of the tools that are used to detect and quantify the extent of asset degradation of distribution system equipment and to provide a means of estimating remaining asset life based on condition. An asset is any resource owned by the business. Anything tangible or intangible that can be owned or controlled to produce value and that is held by a company to produce positive economic value is an asset. Adams, (2020) opined that an asset is a resource with economic value that an individual, corporation, or country



owns or controls with the expectation that it will provide a future benefit. Assets are reported on a company's balance sheet and are bought or created to increase a firm's value or benefit the firm's operations. An asset can be thought of as something that, in the future, can generate cash flow, reduce expenses, or improve sales, regardless of whether it's manufacturing equipment or a patent.

2.2 Theoretical review

The study was guided by the following theory, Path-Goal Leadership Theory.

2.2.1 Path-Goal Leadership Theory

The Path-Goal model is a theory based on specifying a leader's [style](#) or behavior that best fits the employee and work environment in order to achieve a goal (House, Mitchell, 1974). The goal is to increase employees' motivation, empowerment, and satisfaction so they become productive members of the organization. Path-Goal is based on Vroom's (1964) [expectancy theory](#) in which an individual will act in a certain way based on the expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. The path-goal theory was first introduced by Martin Evans (1970) and then further developed by House (1971). The path-goal theory can best be thought of as a process in which leaders select specific behaviors that are best suited to the employees' needs and the working environment so that they may best guide the employees through their path in the obtainment of their daily work activities (goals) (Northouse, 2013).

2.3 Empirical Review

Odhiambo, Njanja&Zakayo (2014) conducted a study on effects of Succession Planning Practices on Organization Performance among the Non-Governmental Organizations in Kenya. The study assessed the effects of succession planning practices on organizational performance among nongovernmental organizations (NGOs) in Kenya. The specific objectives were to: establish the extent to which succession planning influences the realization of stakeholder's expectation, explore the role of succession planning on internal business process and determine the extent to which succession planning contributes to the



growth of NGOs in Kenya. The research designs adopted were descriptive and quantitative. A total of 270 NGOs based in Nairobi participated in the study. The study consolidated both primary and secondary data. Secondary data was collected from relevant records from the NGOs under study and NGO coordinating board of Kenya. The main instrument for collecting primary data was a questionnaire. Each participating organization filled one questionnaire. The statistical analysis included; descriptive statistics and inferential statistics to determine the strength of a relationship between variables to establish the strength of association between dependent and independent variables. The findings through tests of hypothesis revealed that: succession planning have significant effects on internal business and significantly contributes to institutional growth of Non-Governmental Organizations. However, findings revealed that succession planning have no influence on realization of stakeholder's expectation.

Baback (2014) conducted a study on impact of succession planning on employee performance: evidence from commercial banks in Pakistan with the purpose of getting empirical evidence of the relationship between succession planning and employees performance. The study was based on a survey to explore a conceptual model which link succession planning and all other variables. A qualitative approach implied to get professionals and was the questionnaire will response rate of 85%. The result shows that there is significant relationship between succession planning, performance appraisal and performance of employee's. The study was conducted by the research on impact of succession planning on employee's performance. And in the year 2014 the current study is on effect of succession planning on organization performance of selected family businesses in south- east Nigeria. The study therefore bridges the gap in context, geographical location in the year of the study to see if the finding will be the same.

Pandey& Sharma (2014) conducted a study on succession planning practices and challenges among Indian organizations. The study adopted a descriptive survey design and targeted senior management employees of the selected organizations as the study respondents.



Study data was collected using interviewer administered questionnaires and analyzed both descriptive and inferential statistics. The study noted that talent retention was a primary concern in majority of the Indian organizations studied and recommended that the organizations should develop sound employee retention strategies aimed at retaining highly skilled personnel and at the same time building up on under-performers. Lack of advancement opportunities, poor work-life balance, inadequate reward and recognition were identified as common reasons for departure among all employees.

Onwuka, Onyinye, Dibua, Ekene (2017) carried out a study on succession management and organizational survival in selected transportation companies in Onitsha, Nigeria. Inefficiency in succession management; lack of planning, poor staff mentoring and incompetent employees are major problems faced by transportation companies in Onitsha. The broad objective examined the relationship between succession management and organizational survival in some selected transportations companies in Onitsha. One research question and one hypothesis in line with the specific objective were employed. It employed descriptive research design, primary and secondary source of data are the major instrument used for the study. Descriptive statistical tool was used to analyze the data. Pearson Product Moment Correlation Coefficient was computed to test the hypothesis. The findings revealed that mentoring has positive relationship with business continuity. Based on the finding, it is paramount for mentoring to be encouraged in the organization because it gives opportunities to develop competent, capable and productive employees who will enhance organizations growth even after the incapacitation or demise of the key stakeholder.

Njeri, Ngui&Mathenge (2019) conducted a test on Succession planning and organizational performance of faith based organizations: The purpose of the study was to establish the influence of succession planning on organizational performance of faith based educational institutions in of Catholic Archdiocese of Nairobi. The Specific objectives of the study were to; assess the influence of human resource planning on performance; establish the influence of career development on the organizational performance; assess the influence of selection procedure on the performance of organizations and to examine the moderating effect of



regulatory framework on the relationship between succession planning and performance of Faith Based Educational organizations in Catholic Archdiocese of Nairobi. The targeted population was 150 employees working in 17 accredited catholic educational institutions in Nairobi Diocese, who comprised of the principals and top management in these institutions. A census was used to provide detailed information on all or most elements. Data was collected using questionnaires and interview guide. Regression analysis was used to establish the influence of succession plan on organizational performance. The findings of the study showed that there was a positive and significant relationship between human resource planning and Organizational performance. Finally, there was a positive and significant relationship between the moderating effect of regulatory framework on the relationship between succession planning and performance. The study recommended that institutions should put in place an effective succession planning and human resource planning to avoid staff shortage. Also, to introduce career development plans and encourage staff to identify their learning need

METHODOLOGY

The area of study comprised of the succession planning and asset optimization of food, beverages and tobacco manufacturing firms in South East, Nigeria under Manufacturers Association of Nigeria (MAN). The selected firms were: E.Amobi manufacturing company limited, Eastern Distil and food Nigeria limited, Ibeabuchi Nigeria limited, JUHEL Nigeria limited, Rexton industries limited and VAC industries limited. The study used the survey approach. The primary sources were personal interview and the administration of questionnaire. A population of 3,812 staff was used. The population of the study was drawn from the staff of these organizations under study using a stratified sampling method. To determine the adequate sample size of 349, using Freund and William's statistic formula. 326 staff returned the questionnaire and accurately filled. That gave 93 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.75 which was also good. Data was presented and analyzed by



mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Pearson correlation coefficient (r).

4.0 Data Relating to Research Questions

Research question one. What is the relationship between building competencies and quality delivery of services of manufacturing firms in south east, Nigeria?

Table 4.1: Responses to research question one: on the relationship between building competencies and quality delivery of services of manufacturing firms in south east, Nigeria.

		5	4	3	2	1	ΣFX	-	SD	Decisio
		SA	A	N	DA	SD		X		n
1	The ability to do something well satisfies our customers to come back again	660 132 40.5	576 144 44.2	57 19 5.8	36 18 5.5	13 13 4.0	1342 326 100%	4.1	1.02	Agree
2	The capability of performing a task effectively has made my organisation to retain the loyalty of our customers.	825 165 50.6	260 65 19.9	39 13 4.0	78 39 12.0	44 44 13.5	1246 326 100%	3.8	1.49	Agree
3	The knowledge and skills in my organisation sustains long term revenue	550 110 33.7	480 120 36.8	66 22 6.7	68 34 10.4	40 40 12.3	1208 326 100%	3.7	1.40	Agree
4	Responsible decision-making inmy organisation enable my organisation to charge and maintain higher prices	1010 202 62.0	116 29 8.9	39 13 4.0	78 39 12.0	43 43 13.2	1286 326 100%	3.9	1.53	Agree
5	The ability to regulate emotions andbehaviours so that the goals of my organisation achieved impacts positively.	440 88 27.0	395 158 48.5	30 10 3.1	84 42 12.9	28 28 8.6	977 326 100%	3.0	1.22	Agree
Total grand mean and standard deviation								3.7	1.33	

Source: Field Survey, 2020



From the table, 276 respondents out of 326 representing 84.7 percent agreed that the ability to do something well satisfies our customers to come back again with mean score of 4.1 and standard deviation of 1.02. The capability of performing a task effectively has made my organisation to retain the loyalty of our customers with 230 respondents representing 70.5 percent agreed with mean score of 3.8 and standard deviation of 1.49. The knowledge and skills in my organisation sustains long term revenue with 230 respondents representing 70.5 percent agreed with mean score of 3.7 and standard deviation of 1.40. Responsible decision-making in my organisation enable my organisation to charge and maintain higher prices with 204 respondents representing 70.9 percent agreed with mean score of 3.9 and 1.53. The ability to regulate emotions and behaviours so that the goals of my organisation achieved impacts positively with 245 respondents representing 75.5 percent agreed with a mean score of 3.0 and standard deviation of 1.22.

Research Question Two: What is the relationship between job requirement and achievable performance of manufacturing firms in south east, Nigeria?

Table 4.2: Responses to research question one: on the relationship between job requirement and achievable performance of manufacturing firms in south east, Nigeria.

		5	4	3	2	1	ΣFX	-	SD	Decision
		SA	A	N	DA	SD		X		
1	There is accuracy of the recruitment process due the quality of our products in my organisation.	460	516	39	128	28	1171	3.6	1.31	Agree
		92	129	13	64	28	326			
		28.2	39.6	4.0	19.6	8.6	100%			
2	My organisation were able to hire the right people that reduced waste in my organization	515	472	51	122	27	1187	3.6	1.33	Agree
		103	118	17	61	27	326			
		31.6	36.2	5.2	18.7	8.3	100%			
3	The employees were made to know what is required of them before they apply in my organisation.	470	504	39	128	29	1170	3.6	1.32	Agree
		94	126	13	64	29	326			
		28.8	38.7	4.0	19.6	8.9	100%			
4	The number of potential applicants	280	704	66	80	33	1163	3.6	1.22	Agree



	are reduced due to people with	56	176	22	40	33	326			
	required qualification that match the	17.2	54.0	6.7	12.3	10.1	100%			
	job requirement will apply									
5	The employee knows the employers	435	508	63	80	51	1137	3.5	1.42	Agree
	expectation from the job and work	87	127	21	40	51	326			
	towards the goals and objectives	26.7	39.0	6.4	12.3	15.6	100%			
<hr/>								3.6	1.32	
Total grand mean and standard deviation										

Source: Field Survey, 2020

From the table, 221 respondents out of 326 representing 67.8 percent agreed that there is accuracy of the recruitment process due the quality of our products in my organisation with mean score of 3.6 and standard deviation of 1.31. My organisation were able to hire the right people that reduced waste in my organisation with 221 respondents representing 67.8 percent agreed with mean score of 3.6 and standard deviation of 1.33. The employees were made to know what is required of them before they apply in my organisation with 220 respondents representing 67.5 percent agreed with mean score of 3.6 and standard deviation of 1.32. The number of potential applicants are reduced due to people with required qualification that match the job requirement will apply with 232 respondents representing 71.2 percent agreed with mean score of 3.6 and 1.22. The employee knows the employers expectation from the job and work towards the goals and objectives with 214 respondents representing 65.7 percent agreed with a mean score of 3.5 and standard deviation of 1.42.



Research Question Three: What is the relationship between leadership development and asset condition of manufacturing firms in south east, Nigeria?

Table 4.3: Responses to research question one: on the relationship between leadership development and asset condition of manufacturing firms in south east, Nigeria

		5	4	3	2	1	ΣFX	-	SD	Decision
		SA	A	N	DA	SD		X		n
1	The leadership skill in my organisation improves peoples chances	795	280	48	102	30	1255	3.8	1.42	Agree
		159	70	16	51	30	326			
		48.8	21.5	4.9	15.6	9.2	100%			
2	The education of managers adds to the current system of operations which allows lasting success in my organisation	375	628	39	96	33	1171	3.6	1.27	Agree
		75	157	13	48	33	326			
		23.0	48.2	4.0	14.7	10.1	100%			
3	Nurturing future leaders in my organisation has improved social relations	405	652	129	57	21	1264	3.9	1.18	Agree
		81	163	43	19	21	326			
		24.8	50.0	13.2	5.8	6.4	100%			
4	Implementation of an effective leadership style has reduced inequalities in my organisation	930	292	60	66	14	1362	4.2	1.21	Agree
		186	73	20	33	14	326			
		57.1	22.4	6.1	10.1	4.3	100%			
5	Retaining of employees by the management has increased our business value in my organisation.	870	344	39	78	14	1345	4.1	1.20	Agree
		174	86	13	39	14	326			
		53.4	26.4	4.0	12.0	4.3	100%			
Total grand mean and standard deviation								3.9	1.26	

Source: Field Survey, 2020

From the table, 229 respondents out of 326 representing 70.3 percent agreed that the leadership skill in my organisation improves peoples chances with mean score of 3.8 and standard deviation of 1.42. The education of managers adds to the current system of operations which allows lasting success in my organisation with 232 respondents representing 71.2 percent agreed with mean score of 3.6 and standard deviation of 1.27.



Nurturing future leaders in my organisation has improved social relations with 244 respondents representing 74.8 percent agreed with mean score of 3.9 and standard deviation of 1.18. Implementation of an effective leadership style has reduced inequalities in my organisation with 259 respondents representing 79.5 percent agreed with mean score of 4.2 and 1.21. Retaining of employees by the management has increased our business value in my organisation with 260 respondents representing 79.8 percent agreed with a mean score of 4.1 and standard deviation of 1.20.

4.3 Test of Hypotheses

4.3.1 Hypothesis One: Building competencies and quality delivery services of manufacturing firms in south east, Nigeria are significantly related.

Table 4.3.1: Pearson Correlation onBuilding competencies and quality delivery services of manufacturing firms in south east, Nigeria are significantly related.

Pearson	Building competencies		Information communication technology competency	Quality delivery services of manufacturing firms
	Quality delivery services of manufacturing firms	Correlation coefficient Sig. (2-tailed)	1	.721(**)
		N		
		Correlation		.000
		Coefficient		.326
		Sig. (2 tailed)	.326	1



		N	.721(**)	
			000	326
			326	

** correlation is significant at the 0.05 level (2 tailed)

Table 4.3.1 is the Pearson correlation matrix on the Building competencies and quality delivery services of manufacturing firms in south east, Nigeria are significantly related showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows 0.721. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that Building competencies and quality delivery services of manufacturing firms in south east, Nigeria are significantly related ($r=0.721$). The computed correlations coefficient is greater than the table value of $r = .195$ with 879 degree of freedom at alpha level for a two-tailed test ($r=0.721, p>.05$).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise reject the null hypothesis.

Decision

Since the computed $r = 0.721$ is greater than the table value of .195, we reject the null hypothesis. Therefore, we concluded that Building competencies and quality delivery services of manufacturing firms in south east, Nigeria are significantly related as reported in the probability value of ($r=.749, p>.05$)



4.3.2 Hypothesis Two:

Table 4.3.2: Pearson Correlation on Job requirement and achievable performance of manufacturing firms in south east, Nigeria are significantly related.

Pearson	Job requirement		Job requirement	Achievable performance of manufacturing firms705(**)
	Achievable performance of manufacturing firms	Correlation coefficient Sig. (2-tailed)	1	
		N	326	
		Correlation	.705(**)	000
		Coefficient	000	326
		Sig. (2 tailed)	326	1
		N		326

** correlation is significant at the 0.05 level (2 tailed)

Table 4.3.2 is the Pearson correlation matrix on the **Job requirement and achievable performance of manufacturing firms in south east, Nigeria are significantly related** showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows 0.705. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that **Job requirement and achievable performance of manufacturing firms in south east, Nigeria are significantly related** ($r=.705$). The computed



correlations coefficient is greater than the table value of $r = .195$ with 879 degree of freedom at alpha level for a two-tailed test ($r = .705, p > .05$).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise reject the null hypothesis.

Decision

Since the computed $r = 0.705$ is greater than the table value of $.195$, we reject the null hypothesis. Therefore, we concluded that **Job requirement and achievable performance of manufacturing firms in south east, Nigeria are significantly related** as reported in the probability value of ($r = .705, p > .05$)

4.3.3 Hypotheses: Leadership development and asset conditions of manufacturing firms in south east, Nigeria are significantly related

Table 4.3.3: Pearson Correlation on Leadership development and asset conditions of manufacturing firms in south east, Nigeria are significantly related

Pearson	Leadership development		Leadership development	Asset conditions of manufacturing firms
		Correlation coefficient	1	.847(**)
	Asset conditions of manufacturing firms	Sig. (2-tailed)		
		N	326	000
		Correlation Coefficient	.847(**)	326



		Sig. (2 tailed) N		1 326
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** correlation is significant at the 0.05 level (2 tailed)

Table 4.3.3, is the Pearson correlation matrix on the Leadership development and asset conditions of manufacturing firms in south east, Nigeria are significantly related showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows 0.847. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that Leadership development and asset conditions of manufacturing firms in south east, Nigeria are significantly related ($r=.847$). The computed correlations coefficient is greater than the table value of $r = .195$ with 879 degree of freedom at alpha level for a two-tailed test ($r=.847, p<.05$).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise reject the null hypothesis.

Decision

Since the computed $r = 0.847$ is greater than the table value of .195, we reject the null hypothesis. Therefore, we concluded that Leadership development and asset conditions of manufacturing firms in south east, Nigeria are significantly related as reported in the probability value of ($r = 0.847, p < .05$).



4.3 Discussion of Findings

From the result hypothesis one, comparing the calculated Z- value of 0.721 against the critical Z- value of 2.18 (2-tailed test at 97% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that building competencies and quality delivery services of manufacturing firms in south east, Nigeria are significantly related.

In support of the hypothesis two, Zirra, Ogbu and Ojo (2017) revealed that the use of recruitment agency and internal employee recommendation in the recruitment/selection process enables organization to recruit committed and productive employees while the recruitment through the influence of host community leads to organizational inefficiency. From the result hypothesis two, comparing the calculated Z- value of 0.705 against the critical Z- value of 2.18 (2-tailed test at 97% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that job requirement and achievable performance of manufacturing firms in south east, Nigeria are significantly related.

In line with the hypothesis three, Singh and Kassa (2016) found that human resource practices: recruitment and selection, training and development, performance appraisal and compensation have a significant relationship with organizational performance. From the result hypothesis three, comparing calculated Z- value of 0.847 against the critical Z- value of 2.18 (2-tailed test at 97% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that leadership development and asset conditions of manufacturing firms in south east, Nigeria are significantly related.



5.0 CONCLUSION

The study concluded that succession planning provides essential insight on how to safeguard the continuity of business as leadership is been passed to employees. A well succession plan helps to achieve asset optimization in manufacturing firms of south east, Nigeria. Building competency helps to identify the skills and abilities associated with career goal and has improved succession planning and asset optimization through providing much needed flexibility in fast moving industries. Leadership development programs develops high potential employees for key leadership roles and ensures individuals readiness in advance. Good plan starts with a clear, well thought out process.

6.0 RECOMMENDATIONS

Based on the findings of the study the following recommendations were made.

1. Institutions should put in place an effective succession planning and human resource planning to avoid staff shortage.
2. Organizations should develop sound employee retention strategies aimed at retaining highly skilled personnel and at the same time building up on under performers.
3. Mentoring to be encouraged in the organization because it gives opportunities to develop competent, capable and productive employees who will enhance organizations growth even after the incapacitation or demise of the key stakeholder

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