

UNIVERSITY OF CAPE COAST

SUCCESSION PLANNING AND JOB COMMITMENT OF NON-
ACADEMIC SENIOR MEMBERS IN THE UNIVERSITY OF CAPE
COAST: THE MODERATING ROLE OF EMPLOYEE'S JOB
SATISFACTION



MILLICENT SERWAA FRIMPONG

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SATISFACTION

BY

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Thesis submitted to the Department of Human Resource Management of the
School of Business, College of Humanities and Legal Studies, University of
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Commerce degree in Human Resource Management

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DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original research work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature Date:

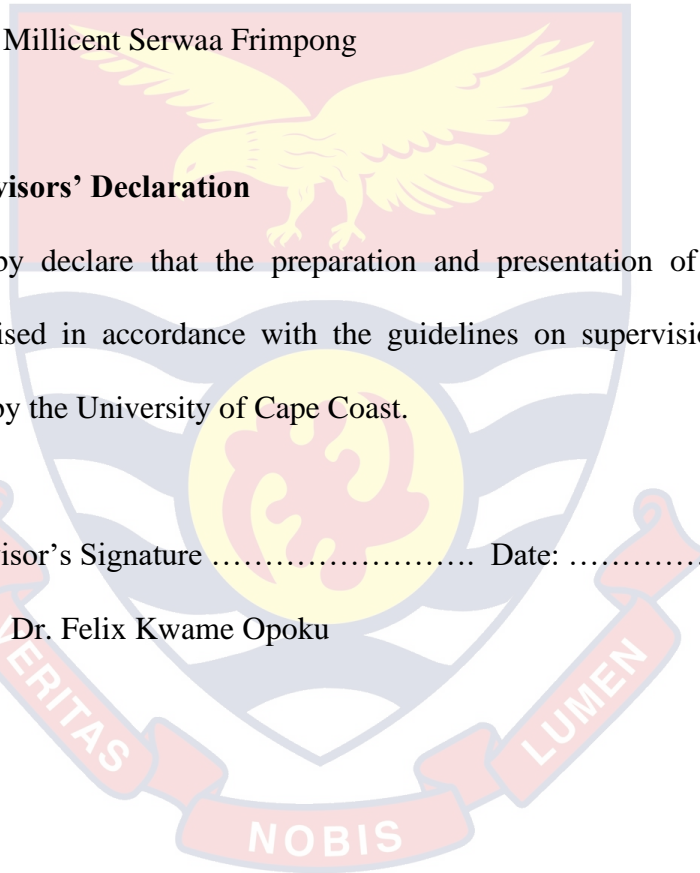
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Supervisors' Declaration

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

Supervisor's Signature Date:

Name: Dr. Felix Kwame Opoku

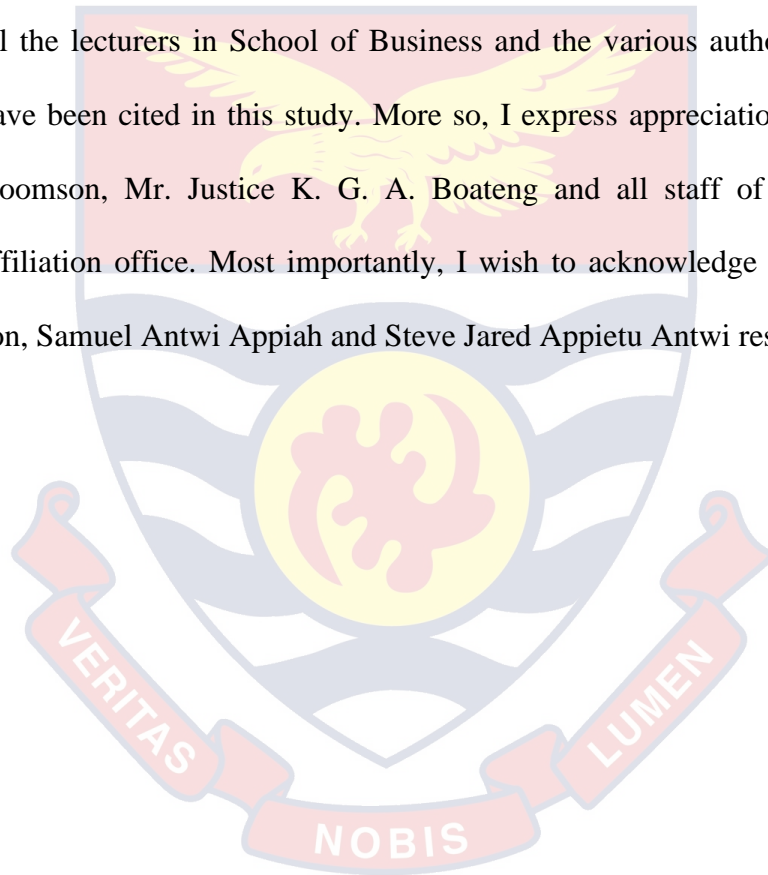


ABSTRACT

The study analysed succession planning and job commitment of non-academic senior members in University of Cape Coast: The moderating role of employee's job satisfaction. The objectives of the study were: to assess the extent to which non-academic senior members' succession planning needs are considered in University of Cape Coast; to examine the effect of succession planning on job satisfaction among non-academic senior members in University of Cape Coast; to assess the relationship between succession planning and job commitment among non-academic senior members in University of Cape Coast; and to analyse the moderating role of job satisfaction on the relationship between succession planning and job commitment among non-academic senior members in University of Cape Coast. Employing the positivist philosophical paradigm, quantitative research approach, explanatory research design, and cross-sectional study design; 203 valid questionnaires were analysed, using IBM SPSS Statistics for windows, version 23 and Smart PLS software version 2.0M.3. The study found that the succession planning needs of non-academic senior members in University of Cape Coast were not fulfilled. To add, the study discovered a statistically significant positive effect of succession planning on job satisfaction. Moreover, the study unveiled a positive and significant relationship between succession planning and job commitment. However, the analyst did not find support for a significant moderating effect of job satisfaction on the relationship between succession planning and job commitment. It is recommended that the human resource directorate of University of Cape Coast should consider paying much attention to the succession planning needs of non-academic senior members so as to enhance their satisfaction and commitment to their jobs. Future research should consider moderating the role of demographic characteristics, such as sex, age, level of education, and organisational tenure on the linkage between succession planning and job commitment.

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DEDICATION

To my husband and son, Samuel Antwi Appiah and Steve Jared Appietu

Antwi respectively



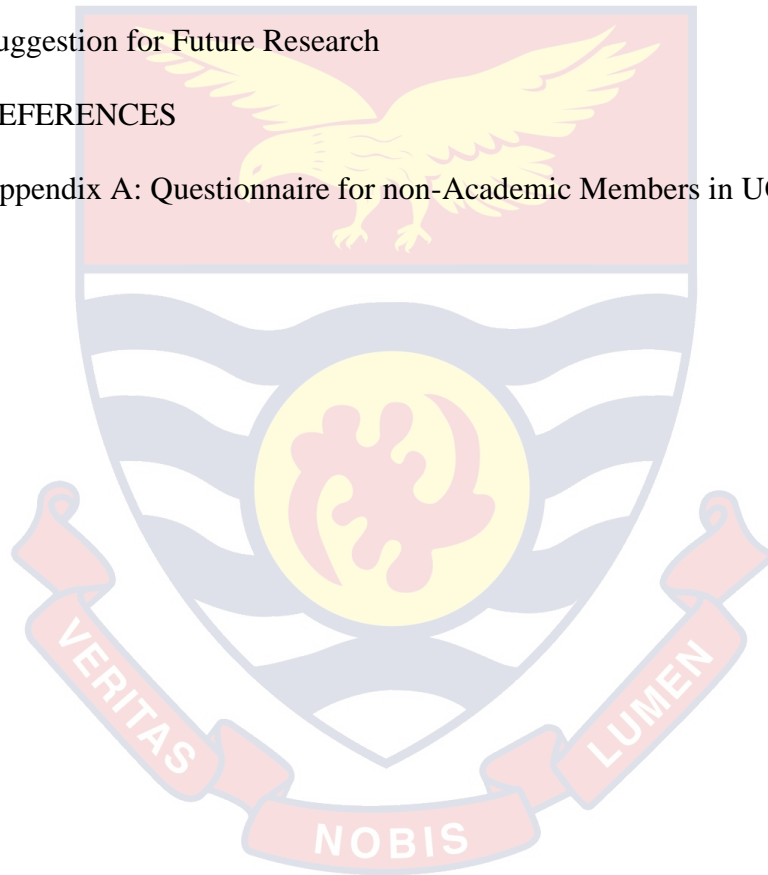
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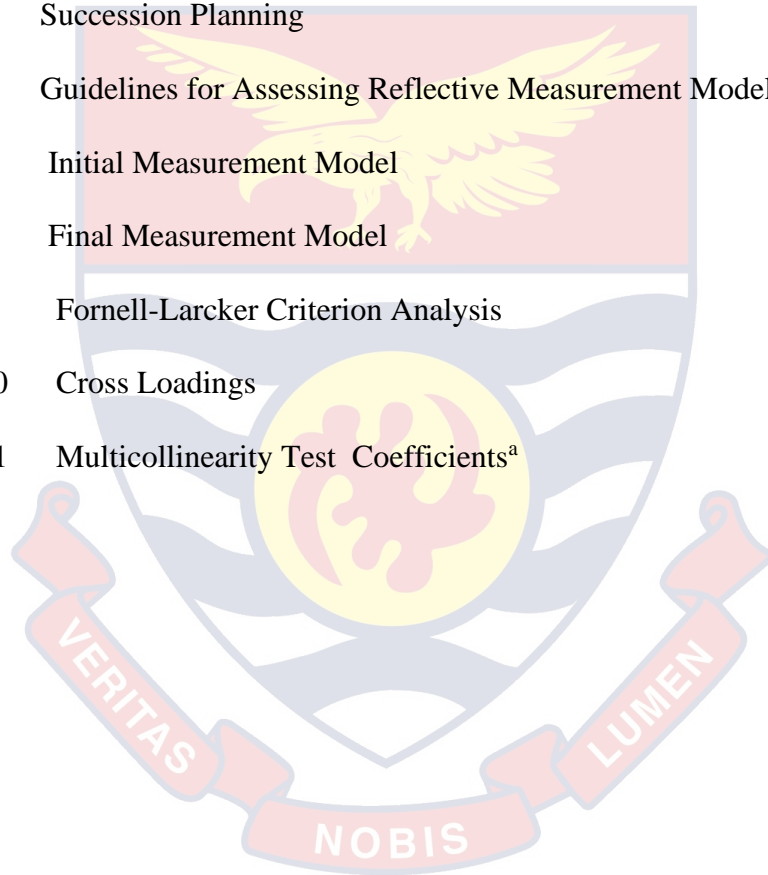
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LIST OF ACRONYMS

AVE	Average Variance Extracted
JC	Job Commitment
JS	Job Satisfaction
MSQ	Minnesota Satisfaction Questionnaire
PLS	Partial Least Squares
PLS-SEM	Partial Least Squares-Structural Equations Modelling
SEM	Structural Equations Modelling
SP	Succession Planning
STDEV	Standard Deviation
UCC	University of Cape Coast
UCCC	University College of Cape Coast
VC	Vice Chancellor
VIF	Variance Inflator Factor



CHAPTER ONE

INTRODUCTION

Background to the Study

Succession planning is an elaborate, integrated, and systematic approach for identifying and developing high potentials or talent pools intended for enabling the organisations to have a list of adequately prepared candidates to fill key positions in an organisation whenever vacancies occur (Berke, 2005). Succession planning is relevant to an organisation for three main reasons. First, it is a technique that ensures the availability of a plan in case the executive director, senior managers or key people become absent (Mehrabani & Mohamad, 2011). Second, Groves (2007) maintains that succession planning creates an alignment between the organisation's vision and the human resource function in order to staff the organisation with the appropriate employees who can achieve the strategic plans.

Third, it sends a message to the employees that they are valuable (Gold, 2014) based on the premise that management has confidence in them (Oppong, Oduro-Asabere & Owusu, 2016). Leibman, Bruer and Maki (2006) highlight the following objectives to achieve effective succession planning: identifying potential employees to undertake greater responsibility in the organisation, providing training and development opportunities to employees who can move into key positions, engaging the organisation's leaders in supporting the development of high potential employees, building a database of required competences to use in making better staffing decisions, improving employee commitment and retention, meeting the career development

expectations of existing employees and countering the increasing difficulty and costs of recruiting employees externally.

Groves (2007) adds that managers must be active in the participation process of codifying potential employees and be fully engaged in leadership development activities, such as workshops or internal training courses. Besides, there is the need for human resource managers to provide updates of the list of potential employees based on their performance at work and their rate of compliance with the designed learning experiences, and ensuring the flexibility of this process on a diverse pool of candidates (Oppong, Oduro-Asabere & Owusu, 2016). Finally, Groves believes in the importance of involving top management to form a supportive organisational culture.

Allen (2005) suggests that providing training on the required competencies and skills that employees must possess is essential for the management of succession plans. Many different training and development methods can progressively benefit the succession planning, most importantly, mentoring and coaching (Hanaysha & Tahir, 2016). Job rotation is another technique that assigns employees to different job roles in a planned manner, used in succession planning, to motivate, challenge and broaden expertise (Gudewich, 2012).

In line with this, scholars suggest that insiders deliver better results than outsiders, if they have been groomed for the role (Berke, 2005). Brant, Dooley and Iman (2008), referring to varied survey reports reveal that majority of 55% of companies prefer internal replacement than outsourcing. There is therefore evidence that many organisations prefer to identify potential leaders from within, because of some outstanding advantages internal high-

potential leaders have over external sources of high potential leaders (Brant, Dooley & Iman, 2008).

One of such areas in succession management is using internal talent pools to identify potential leaders among existing employees (Mellahi & Collings, 2010). This makes succession management a unique approach to filling leadership roles that focus on developing a leadership pipeline for organisations to fall on whenever leadership vacancies arise. A talent pool, according to Mellahi and Collings (2010), is a group of potential and high-performing employees who will fill the pivotal positions. In order to have the talent pool, talented individuals who are high performers within the organisation must be identified in addition to the high potentials outside the organisation. Opong, Oduro-Asabere and Owusu (2016) have advocated that identifying leaders from well-developed internal talent pool for succession is more preferable.

As study by El Badawy, Alaadin and Magdy (2016) reveal a positive correlation between succession planning and job satisfaction, signalling that proper succession planning improves employee satisfaction at the workplace. In another study, Fadeyi, Kehinde and Nwachukwu (2018) show that succession planning significantly impacts on employee commitment among beverage companies. The researchers argue further that the direct positive relationship between succession planning and employee commitment is not constant, but, dependent on how satisfied the employees are. This argument supports the social exchange theory which assumes that, if the organisation helps the employee out, the employee is more likely to do something in return for the organisation (Golden & Veiga, 2018).

In other words, the fulfilment of succession planning needs of employees by their employers, typically results in employees exhibiting positive behaviours, namely job satisfaction and commitment. On the other hand, when there is evidence that succession planning is based on unfair, informal and unstructured procedures, non-academic senior members in University of Cape Coast are less likely to be satisfied with the jobs and reduce their commitment towards the organisation (Oppong & Oduro-Asabere, 2018). University of Cape Coast has wide-ranging specialists performing non-academic membership roles in different directorates, divisions and sections (Kwarteng, Dwarko & Boadi-Siaw, 2012).

Realising the importance of succession planning in ensuring that there is uninterrupted succession in critical roles (Oppong & Oduro-Asabere, 2018), the present study analyses succession planning, job satisfaction and job commitment among these non-academic members in the university. Applying the three concepts correctly provides opportunities to foster an innovative culture, boost performance, and increase competitive success (Fadeyi, Kehinde & Nwachukwu, 2018). Against this background, the present study seeks to analyse succession planning and job commitment of non-academic senior members in University of Cape Coast: The moderating role of employee's job satisfaction.

Statement of the Problem

Managerial and professional vacancies are often difficult to fill externally. This difficulty necessitates the search for internal candidates who have demonstrated potential to grow (Poornima, Suth & Perera, 2018). Yet, Rothwell (2005) argues that most organisations design succession for senior

management position and frequently neglect the early identification of individuals with leadership potential among middle management, and this makes identification of high-potential leaders the greatest challenge in succession management. Such organisations tend to forget that middle managers progress to senior managers (El Badawy, Alaadin & Magdy, 2016).

The implementation of succession planning at the university level in Ghana is challenged by several factors, including inadequate training programmes and low staff motivation (Karikari, 2014). A study by Opong and Oduro-Asabere (2018), which evaluated how the University of Cape Coast identifies potential non-academic senior leaders for directorship roles, concluded that the University hardly operates a structured and formal succession management. They argue that the University fills leadership vacancies through the traditional recruitment and selection method, an all-inclusive approach. This approach contradicts by University of Cape Coast's statute on leadership succession plan and it defeats the idea behind proper succession planning. The use of unstructured and informal succession management systems, according to Opong, Oduro-Asabere and Owusu (2016), is a cause to worry, as it may create dissatisfaction and low commitment among the non-academic senior members.

Although succession planning has attracted the attention of many researchers, most of such studies focus on its linkage with employee retention (Maphisa, Zwane & Nyide, 2017; Mhlongo & Harunavamwe, 2017; Poornima, Suth & Perera, 2018; Salama, 2014; Tetteh, 2015), with little emphasis on its influence on job satisfaction and employee commitment. Moreover, although earlier researchers have devoted some attention to the

effect of each of the dimensions of succession planning: training (Hanaysha & Tahir, 2016; Opoku, Nyarku & Martin, 2017; Pagan-Rodriguez, 2014), performance appraisal (Ismail, Mohamed & Rayee, 2017; Kampkötter, 2017) on job satisfaction; little is known and reported on the linkage between succession planning (as a single concept) and job satisfaction and commitment. Therefore, analysing the relationships among succession planning, job satisfaction and job commitment in a single model is novel, and offers insights regarding their complexity. To this end, the present study seeks to bridge the gap in literature by analysing succession planning and job commitment of non-academic senior members in University of Cape Coast: The moderating role of employee's job satisfaction.

Purpose of the Study

Overall, the study seeks to analyse succession planning and job commitment of non-academic senior members in University of Cape Coast: The moderating role of employee's job satisfaction.

Research Objectives

The following research objectives are considered to give the study direction: to

1. assess the extent to which non-academic senior members' succession planning needs are considered in University of Cape Coast;
2. examine the effect of succession planning on job satisfaction among non-academic senior members in University of Cape Coast;

3. assess the relationship between succession planning and job commitment among non-academic senior members in University of Cape Coast; and
4. analyse the moderating role of job satisfaction on the relationship between succession planning and job commitment among non-academic senior members in University of Cape Coast.

Research Question

The research question considered is:

1. What is the extent to which non-academic senior members' succession planning needs are considered in University of Cape Coast?

Hypotheses

Based on the research objectives, the following hypotheses are considered:

- H₀: There is no significant positive relationship between succession planning and job satisfaction.
- H₁: There is a significant positive relationship between succession planning and job satisfaction.
- H₀: There is no significant positive effect of succession planning on job commitment.
- H₂: There is a significant positive effect of succession planning on job commitment.
- H₀: Job satisfaction does not moderate the effect of succession planning on job commitment.
- H₃: Job satisfaction moderates the effect of succession planning on job commitment.

Significance of the Study

This study extends literature on succession management. Since the non-academic senior members are responsible for providing effective and efficient services to accelerate the development of the university, the present study is useful for several reasons. First of all, the study would unveil the extent to which the succession planning needs of non-academic senior members are fulfilled in the university. Subsequently, the level of job satisfaction and commitment among the non-academic leaders at the university shall be unveiled, and this would inform the appropriate recommendations to be made. Besides, the effect of succession planning on job satisfaction would present findings that will inform policy formulation and direction.

Furthermore, the result of the relationship between succession planning and job commitment among the non-academic senior members would propel the human resource directorate to take the necessary actions to improve upon the existing situation. Above all, analysing whether job satisfaction is dependent on the link between succession planning and job commitment would present findings that could cause top management to pay attention to these three concepts and apply them correctly in University of Cape Coast.

Delimitations

The present study seeks to analyse succession planning and job commitment of non-academic senior members in University of Cape Coast: The moderating role of employee's job satisfaction. This study is confined to the University of Cape Coast. Non-academic senior members (all senior members except lecturers) at the university form the study subjects. Academic

staffs, comprising assistant lecturers, lecturers and senior lecturers are not part of this study. Variables used in the study are succession planning, job satisfaction and job commitment. Succession planning is used as an exogenous latent variable, while job satisfaction and job commitment are used as endogenous latent variables. Job satisfaction plays an additional role as the moderator variable on the relationship between succession planning and job commitment.

Limitations

In every research, the approach employed comes with some weaknesses which may affect the study's findings. The study employs the quantitative research approach and, thus, improper representation of the target population could affect the study's findings. The confinement of the study to University of Cape Coast, a single organisation, renders the result of the study applicable mainly to such jurisdiction. Also, the study adopts close-ended Likert-type scale statements, which limit the amount of information that respondents may provide with respect to the main variables of the study.

Furthermore, the data to be collected emerges from self-reported inventories, and thus the honesty of the responses given in terms of succession planning, job satisfaction and job commitment among the non-academic senior members may be questioned. Additionally, the inability to control the environment (respondents), because of the use of questionnaires, could affect the study's findings. This is because, generally, responses depend on conditions of respondents during the time questionnaires are administered to them. As such, their responses may be influenced by their current situation, which could eventually affect the study's findings. Besides, since data is

collected at one point in time (cross-sectional in nature), processes and changes that might have occurred over the period are not captured

Definition of Terms

This section defines and explains terms, key words and variables as used in the context of this study. Terms, key words and concepts explained under this section are succession planning, job satisfaction, job commitment, and common method variance.

Succession planning: Succession planning is an elaborate, integrated, and systematic approach for identifying and developing high potentials or talent pools intended for enabling the organisations to have a list of adequately prepared candidates to fill key positions in the organisation whenever vacancies occur (Becke, 2005). A 20-item scale by Salama (2014) is used to measure succession planning. Sample item is: In my organisation, employee career paths are clearly defined and are available from the human resource department (SP07). The original Cronbach's Alpha for the scale is 0.82.

Job satisfaction: Job satisfaction is simply how a person feels about his/her job and different aspects of work (Spector, 1997). The current study utilises the 20-item short form of the Minnesota Satisfaction Questionnaire (MSQ) by University of Minnesota (1977) to measure job satisfaction among medical doctors. The original Cronbach's Alpha for the scale is 0.98. Sample item was: 'I have the chance to do something that makes use of my abilities' (JS11).

Job commitment: Job commitment is a strong desire to remain a member of a particular organisation, the desire to strive at what organisation desire and certain beliefs and acceptance of value and purpose of the organisation (Akbar, Udin, & Djastuti, 2018). The present study employs Meyer and

Allan's (1997) 19-item scale to measure job commitment among non-academic senior members, since it has been most frequently used by earlier researchers (Akbar, Udin, & Djastuti, 2018; Ayoade, Ogunnaike, & Omotayo, 2018; Clarke & Mahadi, 2017; Koomson, 2019; Mensah, 2016). The original Cronbach Alpha for the main scale was 0.66.

Common method variance: The term common method variance or bias refers to variance that is attributable to the measurement method rather than to the constructs the measures represent (Nougarou, 2017). Because this study uses self-reported methods, there is a risk that common method bias could present problems. Therefore, questionnaires were structured in a way to cater for common method variance, using the recommendations made by Podsakoff, Mackenzie, Lee and Podsakoff (2003). Multicollinearity test were also conducted, as a way of checking common method contamination statistically (Kock, 2015).

Organisation of the Study

This study is organised into five main chapters. Chapter One presents the introduction, which entail an untitled introduction, background to the study, statement of the problem, research objectives, hypotheses, significance of the study, delimitations, limitations of the study, definition of terms, organisation of the study, and chapter summary. Chapter Two reviews various literatures relevant to this research project, capturing the underpinning theories, conceptual issues, empirical review, conceptual framework, lessons learnt from the literature review, and chapter summary. Chapter Three describes the research methods adopted for the study encompassing the research approach, research design, research strategy, population, sample size,

sampling procedure, research instrument, ethical issues, data collection procedure, and data analysis procedure. Chapter Four captures the results and discussion whiles Chapter Five finalises the report with the summary, conclusions and recommendations.

Chapter Summary

The chapter began with an untitled and short introduction that presented the problem under study, why the problem was important, how the study related to previous work, and the theoretical and philosophical implications of the study. The chapter followed with a background to the study, where the analyst showed the relevance of the study by citing the findings of prior studies. The chapter continued with the statement of the problem and identifying gaps in existing literature. Subsequently, the purpose of the study was declared, and four broad objectives were set to give the study direction. Based on the stated research objectives, hypotheses were formulated. The significance of the study was later presented, followed by delimitations, limitations, definition of terms, and organisation of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

The chapter presents the literature review of the study. It is an activity in which the knowledge base is engaged to inform a new study. It is made up of four components, namely the theoretical foundation, conceptual issues, empirical review, and conceptual framework. The chapter ends with a chapter summary.

Theoretical Foundation

Introduction

This section present and explains the theory that underpins the current study. A theory explains how we give meaning to, explain or understand the results of research (Howell, 2013). It is a standardised principle on which basis we can explain the relationship between two or more concepts and variables (Rahi, 2017). This study is guided by the Social Exchange Theory, which has been one of the most influential conceptual paradigms for understanding workplace behaviour (Cropanzano & Mitchell, 2005).

Fundamentals of Social Exchange Theory

The social exchange theory, which is credited to Blau (1964), is based on the pivotal presumption that the exchange of social and material resources is a fundamental form of human interaction. A resource is anything that can be transmitted through interpersonal behaviour, including commodities, material or symbolic behaviour. In other words, Blau (1964) views social exchange as the reward activity related to others' reactions. The interaction between the parties tends to create a form of relationship between them and this

relationship continues or terminates based on prior history of the relationship. Therefore, the human interactions are shaped by reciprocal exchange of rewards.

The Social Norm of Reciprocity

The social norm of reciprocity expects that people will respond to each other in similar ways. On one hand, responding to gifts and kindness from others with similar benevolence on their own. This assertion is expressed in the popular quotation: ‘you scratch my back, I scratch yours’. On another hand, responding to harmful, hurtful acts from others with either indifference or some form of retaliation (‘eye for eye, tooth for tooth’). Gouldner (1960) stipulates that, once reciprocity has been established as a norm governing the relationship between two individuals, it requires the individuals to abide by two key principles: First, individuals must assist those who have previously given them assistance. Second, individuals should not do anything that might harm those who have previously given them assistance.

Application of the Social Exchange Theory in Modern Organisations

Social exchange involves the idea that, favours are done with an assumption that later returns will occur (Abdullah, 2018). It serves to establish reciprocal obligations from the employee to the employer. The social exchange theory argues that, if the organisation helps the employee out, the employee is more likely to do something in return for the organisation (Golden & Veiga, 2018). On the other hand, if the employee feels the organisation does not value his/her contributions or does not have confidence in him/her, the employee will be less likely to engage in any positive workplace behaviour

(Golden & Veiga, 2018). Work attitudes, such as job satisfaction and job commitment can become negative in response to unfavourable treatment in a succession planning practices (Ko & Hur, 2014). In other words, when there is evidence that succession planning is based on unfair, informal and unstructured procedures, employees may be dissatisfied with the jobs and will be less commitment to their organisation (Oppong & Oduro-Asabere, 2018).

Other related theories that have evolved from Social Exchange Theory are the organisational support theory and the reciprocity theory. Organisational support theory, based on the norms of reciprocity, stipulates that employees trade work effort to their organisation for tangible returns or benefits (Karagonlar, 2016). Gouldner's (1960) norm of reciprocity theory dictates that employees enjoy the feeling of being appreciated and valued by their company and harbour positive attitudes toward their job and the organisation, in return. Therefore, deploying human resource management practices that seek to increase employees' positive perceptions about their company results in employees developing favourable attitudes toward their employers (Akgunduz & Sanli, 2017).

It still holds true today that, when employees receive economic or socio-economic benefits from their organisation, they feel obligated to respond with positive work attitudes (Alfes, Shantz, Truss & Soane, 2013). Fulfilments of succession planning needs of employees by their employers, typically, result in employees exhibiting positive behaviours, namely job satisfaction and commitment. Conversely, failure of employers will cause employees to contribute less effort (Lub, Bal, Blomme & Schalk, 2016). A longitudinal study on implications of lack of reciprocity that spanned a decade

demonstrated that high effort in low-reward environments reduces employee satisfaction (Enberg, Ohman & Keisu, 2015).

Conceptual Issues

The section defines and explains the concepts used in the current study. It covers the concept of succession planning, job satisfaction and job commitment. The discussion begins with the concept of succession planning, job satisfaction and subsequently, job commitment.

Concept of Succession Planning

Several authors have provided several definitions for succession planning. Drotter and Noel (2001) define succession planning as formal and informal procedures taken to prepare and develop existing employees to fill key executive and management positions within an organisation in the future or in case of a crisis. In the words of Berke (2005), succession planning is an elaborate, integrated, and systematic approach for identifying and developing high potentials or talent pools intended for enabling the organisations to have a list of adequately prepared candidates to fill key positions in the organisation whenever vacancies occur. Later on, succession planning is defined by Oppong and Oduro-Asabere (2018) as a component of talent management that is concerned with the process of ensuring continued availability of top management/leaders in pivotal roles.

The most important aspect of succession planning is to provide the organisation with talented employees who serve as collateral. They receive the knowledge of the higher managerial positions to keep the flow of knowledge transfer and pursue higher positions when required (Robinson, 2013).

Succession planning provides the organisation with adequate in-house candidates who are ready to pursue future higher positions (El Badawy, Alaadin & Magdy, 2016). Therefore, succession planning ensures that the organisation is safe from having sudden gaps.

Succession planning provides the organisation with an advantage due to three main reasons. First, it is a technique that ensures the availability of a plan in case the executive director, senior managers or key people become absent (Mehrabani & Mohamad, 2011). Second, Groves (2007) agreed with Conger and Fulmer (2003) that succession planning creates an alignment between the organisation's vision and the human resource function in order to staff the organisation with the appropriate employees who can achieve the strategic plans. Third, it sends a message to the employees that they are valuable (Gold, 2014). On the other hand, the absence of a succession plan can undermine the organisation's effectiveness and sustainability (El Badawy, Alaadin & Magdy, 2016).

Leibman, Bruer and Maki (2006), and Kesler (2002) highlight the following objectives to achieve effective succession planning: identifying potential employees to undertake greater responsibility in the organisation, providing training and development opportunities to employees who can move into key positions, engaging the organisation's leaders in supporting the development of high potential employees, building a database of required competences to use in making better staffing decisions, improving employee commitment and retention, meeting the career development expectations of existing employees and countering the increasing difficulty and costs of recruiting employees externally. However, succession planning is only the

first step; it is the execution and evaluation of plans that achieve the greater impact (El Badawy, Alaadin & Magdy, 2016). To this end, the first objective of this research project seeks to ascertain the extent to which succession planning needs are considered among non-academic senior members in University of Cape Coast.

The Concept of Job Satisfaction

Different authors have different approaches towards defining job satisfaction. Some of the most commonly cited definitions on job satisfaction are analysed in the text that follows. Hoppock (1935) defines job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. Hoppock's approach makes clear that, while job satisfaction is stimulated by diverse external factors, it remains something internal that has to do with how the employee feels. In the opinion of Vroom (1964), job satisfaction focuses on the role of the employee in the work setting. Thus, the author defines job satisfaction as affective orientations on the part of individuals toward work roles, which they are presently occupying.

Lawler and Porter (1967) lay special importance on the impact of rewards on job satisfaction. They define job satisfaction as the intrinsic and extrinsic rewards that are not directly connected with job satisfaction, because of the employees' perceptions regarding the deserved level of pay. Schneider and Snyder (1975) hold that job satisfaction is a personal evaluation of the current conditions of the outcomes that arise as a result of having a job. Herzberg (1976) puts forward that employees in their work environment are under the influence of factors that cause job satisfaction and factors that cause

job dissatisfaction. This definition represents probably another most often cited point of view.

In the same year, job satisfaction was defined by Locke (1976) as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Locke's definition represents one of the most widely used definitions in organisational research. Similarly, in the view of Newstrom and Davis (1985), job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Their approach to job satisfaction shows that a worker can either feel positive or negative towards work.

Locke and Latham (1990) provide a somewhat different idea of job satisfaction. They proceed from the assumption that the objectives set at the highest level and high expectations for success in work provides achievement and success in performing tasks. Success is analysed as a factor that creates job satisfaction. One of the most often mentioned approaches on job satisfaction is the one given by Spector (1997). The author educates that job satisfaction is simply how a person feels about his/her job and different aspects of work. Spector's (1997) definition looks at the extent to which people like or dislike their jobs. In other words, a person may either be satisfied or dissatisfied in a particular work situation.

The definition by Spector (1997) looks similar to that of Herzberg (1976) and Newstrom and Davis (1985) in the sense that it indicates that people may either feel positive or negative about their work situation at any point in time. Spector (1997) lists three important features of job satisfaction. First, organisations should be guided by human values. Such organisations

will be oriented towards treating workers fairly and with respect. Hence, the job satisfaction cycle commence from the activities of the employer. Second, the behaviour of workers, depending on their level of job satisfaction, will affect the functioning and activities of the organisation's business.

Consequently, a satisfied employee will demonstrate an affirmative behaviour. Third, job satisfaction may serve as indicators of organisational activities. By appraising job satisfaction, different levels of satisfaction in different organisational units can be defined. This can serve as a good indication by disclosing the organisational units that require changes to boost performance. Later on, job satisfaction is described by Roodt, Rieger and Sempene (2002) as one's perception and evaluation of the job. Within in the same period, Bhuian and Menguc (2002) explain that job satisfaction is the degree to which an individual makes sense positively or negatively about the intrinsic and/or extrinsic aspects of one's job.

Another definition which is given by Statt (2004), emphasises that job satisfaction remains internal and has to do with how a person feels about the rewards he/her receives. Statt (2004) defines work satisfaction as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation. Assessing aspects of human feelings about work involves his/her psychological process. As a result, Piccolo, Judge, Takahashi, Watanabe and Locke (2005) provides a definition of work satisfaction as involving cognitive, affective, and evaluative responses or attitudes.

Within the same period, Mullins (2005) defines job satisfaction as a complex and multifaceted concept which can mean different things to different people. Mullins (2005) debates that job satisfaction is usually linked with motivation, however, the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative. Mullins definition connotes that job satisfaction has four unique branches 1) multiplex, 2) many-sided, 3) conceived differently by different people, and 4) linked to motivation, but, the link is unclear.

In the work of Armstrong (2006), job satisfaction refers to the attitude and feelings people have about their work. Positive and favourable attitudes towards the job indicate job satisfaction. Negative and unfavourable attitudes towards the job indicate job dissatisfaction. Armstrong's approach to job satisfaction is in line with several others (Newstrom & Davis, 1985; Spector, 1997). In the same year, Christen, Iyer and Soberman (2006) reduce job satisfaction to four elements namely job related factors, role perceptions, job performance and firm performance. These four elements seem consistent with the three important features of job satisfaction proposed by Spector (1997), as shown in Figure 1.

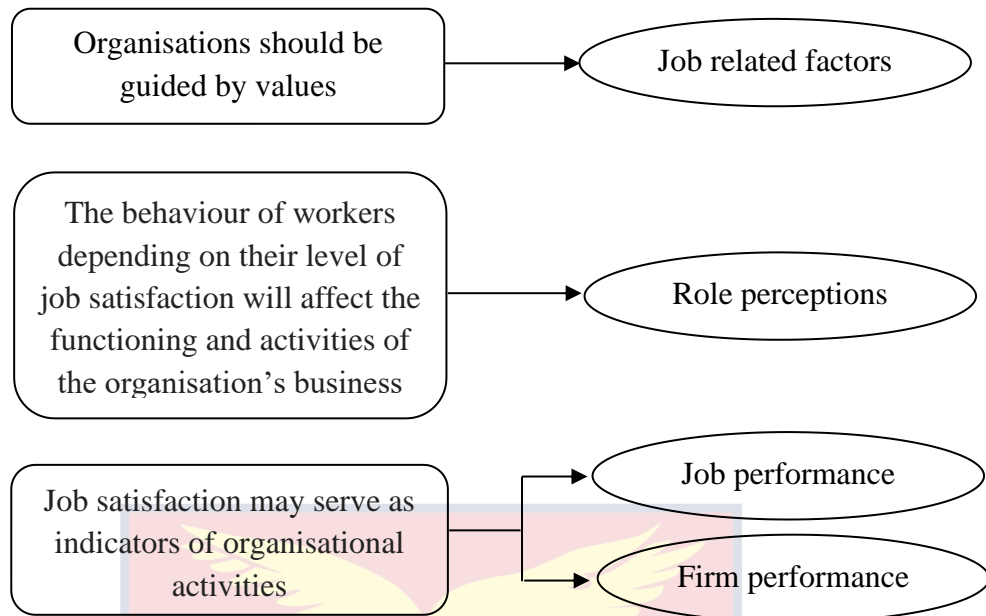


Figure 1: Connecting Christen Iyer and Soberman's (2006) four elements to the three important features of job satisfaction proposed by Spector (1997)

Source: Adopted from Koomson (2019)

Subsequently, Robbins and Robbins (2008) argue that job satisfaction is a positive feeling about one's work which is the result of an evaluation of its characteristics. Robbins and Robbins' definition make clear the kind of feeling that is expected when one is said to be satisfied with his/her work: positive feeling. Their definition is silent on negative feeling. At the same time, Aziri (2008) understands job satisfaction as an internal, external, positive or negative feeling. The author describes job satisfaction as a feeling that appears as a result of the perception that the job enables the material and psychological needs. This definition seems similar to that of Hoppock (1935), as it considers both intrinsic and extrinsic determinants, but, the similarity becomes severe when it is compared to the explanation by Lawler and Porter (1967).

In a subsequent publication, Aziri (2011) considers job satisfaction as one of the main factors when it comes to efficiency and effectiveness of business organisations. This definition supports the managerial paradigm which insists that employees should be treated and considered, primarily, as human beings that have their own wants, needs, and personal desires. The author argues that a satisfied employee is a happy employee and a happy employee is a successful employee. Aziri (2011) informs that the concept of job satisfaction emerged as a result of the negative consequences of job dissatisfaction, such as lack of loyalty, increased absenteeism, and increased number of accidents.

In the same year, Luthans (2011) proposes three common dimensions that can be accepted to define job satisfaction: first, job satisfaction is the emotional response to the work situation; second, it is often determined by how well the results meets or exceeds expectations; and lastly, it represents some things related to attitude. In the work of Abdullah (2018), job satisfaction is described as a person's psychological response to his work, as a result of assessment or work experience, with proud indicators of employment, suitability of work facilities, promotion opportunities, supervisory presence in the execution of work, and the existence of colleagues who support. Gleaning from the views, it is established that job satisfaction is a concern for both the employer and the employee.

The Concept of Job Commitment

Job commitment is an enthusiasm to exercise the best and maximum efforts and potential, just for the sake of the organisation (Mowday, Porters & Steers, 1982). Meyer and Allan (1997) developed three dimensions of job

commitment. Affective commitment refers to the sense of dependence that employees have to their organisation. Continuance commitment refers to inclination of employees to remain in their organisations because of the negative consequences of leaving their organisation, like being unemployed. Normative commitment refers to the sense that employees consider themselves as members of the family. In this case, employees remain in their organisations and try to do their job well. Akbar, Udin and Djastuti (2018) define organisational commitment as a strong desire to remain a member of a particular organisation, the desire to strive at what organisation desire and certain beliefs and acceptance of value and purpose of the organisation. The next section looks at the empirical review.

Empirical Review

This section covers the empirical review and it documents the results of studies closely related to this current study, which seeks to analyse the influence of succession planning on job commitment, as well as exploring the moderating role of job satisfaction among non-academic senior members in the University of Cape Coast. In addition, it identifies the similarities, contradictions and gaps in such studies. It is grouped into three themes, namely succession planning and job satisfaction, succession planning and job commitment, and the moderating role of job satisfaction on the link between succession planning and job commitment.

Succession Planning and Job Satisfaction

Pagan-Rodriguez (2014) examines the effect of participating in further training on the levels of job satisfaction reported by workers with and without disabilities in Germany. Using longitudinal data from the German Socio-Economic Panel which covers the period 1989–2008 and employing Probit Adapted Ordinary Least Squares, it came to light that the participation in further training increases the levels of job satisfaction, although this increase is found to be significantly lower among workers with disabilities. Nonetheless, Pagan-Rodriguez's study was written in western context and as such, the findings may not apply to a non-western country like Ghana. Moreover, the analyst considered only one dimension of succession planning, which is training.

Hanaysha and Tahir (2016) collect data from 242 employees of public universities in northern Malaysia with the help of a questionnaire. Employing an online survey, structural equations modelling on AMOS software reveal a positive effect of employee training on job satisfaction. Their finding looks similar to the study by Pagan-Rodriguez (2014). However, the use of non-probability sampling techniques for a quantitative study is questionable, as it does not give members of the population equal and independent chances of being selected.

El Badawy, Alaadin and Magdy (2016) conducted a study on the direct link between succession planning and job satisfaction among a sample of Egyptian Master of Business Administration students, employing the quantitative research approach, a Likert scale questionnaire, non-experimental correlational design, and the convenience sampling technique. The authors

revealed a positive correlation between succession planning and job satisfaction. However, the study was limited to graduate students. More so, the use of non-convenience sampling technique violates the assumptions of a quantitative study.

Equally, Ismail, Mohamed and Rayee (2017) looked at the linkage between performance appraisal communication and job satisfaction using cross-sectional design and 99 usable questionnaires collected from employees who work at public tertiary educational institutions in East Malaysia. The outcomes of stepwise regression analysis of SPSS show that performance appraisal communication significantly correlated with job satisfaction. Yet, their study looked at only one dimension of succession planning: the dimension of performance appraisal.

Similar to the study by Ismail, Mohamed and Rayee (2017), Kampkötter (2017) finds a positive and significant relationship of performance appraisal on job satisfaction, using a longitudinal sample of more than 12,000 individuals from the German Socio-Economic Panel Study and applying fixed effects regressions. Nevertheless, Kampkötter's study was written in western context and as such, the findings may not apply to a non-western country like Ghana. Furthermore, Kampkötter's study considered only one component of succession planning, which is performance appraisal.

The effect of training and development on job satisfaction was also investigated by Chaudhary and Bhaskar (2016), using the descriptive-exploratory research design, a sample of 125 teaching staff in various universities. As revealed in the study by Hanaysha and Tahir (2016), Chaudhary and Bhaskar (2016) reveal significant positive effect of training

and development on job satisfaction among the staff. Yet, Chaudhary and Bhaskar's (2016) study looked at only one aspect of succession planning: the component of training and development. In the light of the above discussion, the second objective of this study seeks to examine the effect of succession planning on job satisfaction among non-academic senior members in the University of Cape Coast. The writer envisages a positive and significant effect of succession planning on job satisfaction among non-academic senior members.

Succession Planning and Job Commitment

Opoku and Arthur (2018) conducted a quantitative study on perceived organisational politics and employee commitment in the Wenchi Municipal Assembly, Ghana, using a sample of 120 employees. The results from IBM SPSS Statistics showed that employee perceptions of organisational politics have a positive significant relationship with their commitment in the public sector in Ghana. However, their study was limited to employees in the Wenchi Municipal Assembly. Besides, although the authors included employee commitment in their model, they neglected to consider succession planning.

Using data from three Beverages Companies in Lagos, Nigeria, with 244 completed questionnaires, employing regression analysis, quantitative research approach, descriptive research design, purposive sampling technique, a questionnaire with items scored on a five-point Likert scale, and drawing on the positivist philosophical paradigm; Fadeyi, Kehinde and Nwachukwu (2018) examined the effect of succession planning on job commitment in the manufacturing sector. The indicators that measured succession planning was

adapted from the study by Rosenwald and Wendell (2013) and the software employed were SPSS version 21 and AMOS 22.

The results showed that succession planning significantly impacted on employee commitment (Fadeyi, Kehinde & Nwachukwu, 2018). However, their study was limited to Beverages Companies in the manufacturing sector of Nigeria hence the findings may not apply to the education sector, particularly University of Cape Coast. Acknowledging that the relationship between succession planning and job commitment scantily explored, the third objective of this study seeks to assess the relationship between succession planning and job commitment among non-academic senior members in the University of Cape Coast. The writer expects a positive and significant relationship between succession planning and job commitment.

Moderating Role of Job Satisfaction on the Relationship between Succession Planning and Job Commitment

Using data from three beverages companies in Lagos, Nigeria, with 244 completed questionnaires, employing regression analysis, quantitative research approach, and the positivist philosophical paradigm; Fadeyi, Kehinde and Nwachukwu (2018) examine the moderating role of employees' satisfaction on succession planning and job commitment in the manufacturing sector. The results showed that job satisfaction successfully moderated the relationship between succession planning and job commitment among the employees.

Subsequently, the authors made recommendations for future studies to be conducted in other sectors of the economy, including the education sector (Fadeyi, Kehinde & Nwachukwu, 2018). In spite of the authors' contribution

to the body of knowledge, their study was limited to Beverages Companies in the manufacturing sector. Therefore, it may not be appropriate to extend the findings to education institutions, particular University of Cape Coast in Ghana. Consequently, research objective four of this report seeks to analyse the moderating role of job satisfaction on the relationship between succession planning and job commitment among non-academic senior members in the University of Cape Coast.

Conceptual Framework of the Study

This section looks at the conceptual framework of the study. It shows the analysts idea on how the study is explored. It dwells on time tested Social Exchange Theory that embodies the findings of different investigations on how they occur. From Figure 2 the present study expects a direct positive relation between succession planning and job satisfaction, and an equally direct relationship between succession planning and job commitment. Moreover, it is assumed that the direct relationship between succession planning and job commitment is not constant, but, depends on moderating effect of job satisfaction, and this moderator may change the direction of the relationship.

This type of moderation is termed as a two-way interaction (Hair, Tomas, Ringle & Sarstedt, 2014), because, apart from interacting with the exogenous latent variables of succession planning, the moderator also interacts with one other variable: endogenous latent variable of job commitment. As an example, a path coefficient may be positive for those observations that have high value in the moderator variable, while the structural relationship may be negative for observations that have low value in the moderator variable. The

path from succession planning to job commitment is called the main effect, whereas the path from succession planning to job commitment, moderated by job satisfaction is termed the simple effect.

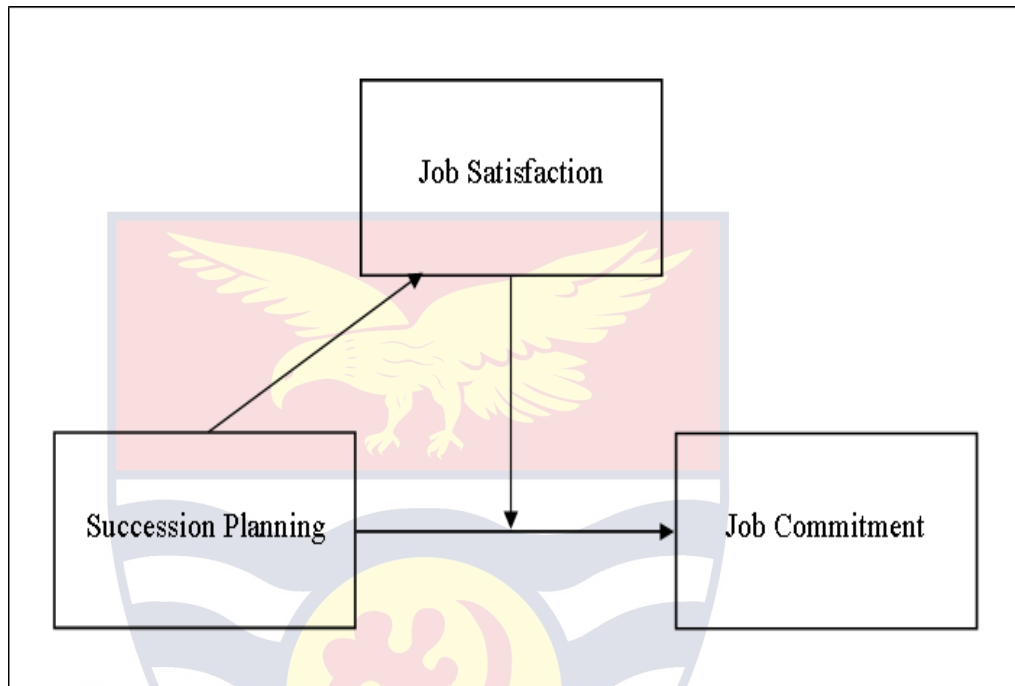


Figure 2: Conceptual framework of the study

Source: Author's construct, Frimpong (2019) based on views from the literature

Chapter Summary

This chapter covered the underpinning theory, conceptual issues, empirical review, and conceptual framework. The underpinning theory explained the Social Exchange Theory and how the theory related to the current study. Successively, the concepts and variables used in the study were explained. Afterwards, the empirical review documented the results of other studies that were closely related to “Succession planning and job commitment: Mediating role of job satisfaction” as well as identifying the similarities and

gaps in such studies. Last, but not the least, the conceptual framework showed the researchers' idea on how the present study was explored in the present study.



CHAPTER THREE

RESEARCH METHODS

Introduction

The present study seeks to analyse succession planning and job commitment of non-academic senior members in University of Cape Coast: The moderating role of employee's job satisfaction. This chapter looks at the research philosophy, research approach, research design, study design, study organisation, population, sampling procedure, sample size, data collection instrument, common method variance, pre-testing, reliability and validity of scales, data collection procedures, data processing and analysis, and ethical considerations.

Research Philosophy

A research philosophy is what a researcher perceives to be true, reality or knowledge. It outlines the beliefs and values that guide the design of and the collection and analysis of data in a research study (Ryan, 2018). Creswell and Clark (2017) maintain that every researcher has the liberty to choose their own methods, technique and procedures. However, in choosing which philosophical ontology, epistemology and methodology, the researcher must make sure that the paradigm meets the needs and purpose of his/her study (Mensah, 2016).

Positivists value objectivism and proving or disproving hypotheses. Objectivism takes the position that there is a single version of what is real, regardless of the researcher's perspective; the only way to find this truth and 'credible' data is to measure or observe the world with as little intervention from the researcher and other factors, as possible (Ryan, 2018). Objectivism

follows the deductive reasoning, where the analyst finds a theory, makes predictions based on the theory, and then, uses observation or experiment to test it (Bryman, 2008). So, positivists normally select scientific method to produce knowledge (Rahi, 2017). Therefore, given that the present study is quantitative in nature, theory confined, involves the testing of hypotheses, deductive in reasoning, objective, and predictive in nature; the positivist philosophical paradigm is deemed appropriate and, therefore, adopted by the researcher.

Research Approach

Generally speaking, there are three types of research approaches namely, quantitative, qualitative and mixed methods. Quantitative studies are usually used in the natural sciences and are usually based on information that can be measured numerically (Leppink, 2016). It is the research approach, which is focused on the development of testable hypotheses (Howell, 2013) and theories (Bryman, 2008), which can be generalised across different fields. The quantitative approach places emphasis on the principle of reliability and statistical compartmentalization, as confirmed by Burns and Burns (2008). Generally, surveys, questionnaires, personality tests and standardised research instruments are used in the quantitative research approach (Creswell & Creswell, 2017).

Qualitative research approach depends upon systematic protocols and techniques, where subjective elements of the researcher could influence the findings and conclusions (Crotty, 1998). The basis of this kind of research is to understand why and how things (such as disease, health and illnesses) happen and not just about what, where and when? This can be said are the

reasons why qualitative research approach is most appropriate when conducting exploratory studies (Rahman, 2017). This is, because, it stresses on smaller units of samples rather than larger samples in order to assist a deeper study and analysis of the subject at stake (Leppink, 2016).

The mixed methods research focuses on collecting and analysing data by mixing both quantitative and qualitative approaches in a single study or series of studies (Creswell & Clark, 2011). Its central premise is that the use of quantitative and qualitative approaches, in combination, provides a better understanding of research problems than either approach alone (Leppink, 2016). Scholars suggest that the research approach used, should accommodate the research objectives (Leppink, 2016; Yin, 2017), skills of the researcher (Yin, 2017) and the type and quality of data to be collected (Jick, 1979). Since most of the research objectives of the present study are predictive-based, and the researcher seeking to collect large data that can be measured numerically, the quantitative research approach was adopted.

Among the many advantages of quantitative research approach is its ability to enhance speed of conducting a research. Further, it offers a broader coverage of a series of events, where statistics are combined from a larger sample (Amarantunga & Baldry, 2002). In addition, quantitative approach enhances the use of statistical data analysis methods, thus, making it easier to generalise the findings from the study (Creswell & Creswell, 2017). Furthermore, quantitative approaches take the guesswork to a more concrete conclusion. This is, because, the results are usually based on quantitative measures rather than mere interpretation and, therefore, enables future application and comparison with other works (Bryman, 2017).

Research Design

Most research can be divided into three different categories: exploratory, descriptive and causal (also called explanatory). Each serves a different end purpose and can only be used in certain ways (Malhotra & Malhotra, 2012). Exploratory research design focuses on the discovery of ideas and insights, as opposed to collecting statistically accurate data. The most common example of exploratory research takes place in the form of open-ended questions. Text responses may not be statistically measurable, but, they will give you richer quality information that can lead to the discovery of new initiatives or problems that should be addressed (Yin, 2017). Literature research, survey, focus group and case studies are usually used to carry out exploratory research (Darabi, 2007).

Descriptive research is considered conclusive in nature, due to its quantitative nature. Unlike exploratory research, descriptive research is preplanned and structured in design, so, the information collected can be statistically inferred on a population. The main idea behind using this type of research is to better define an opinion, attitude, or behaviour held by a group of people on a given subject (Robson, 1993). Since there are predefined categories a respondent must choose from, it is considered descriptive research. These questions will not give the unique insights on the issues, like exploratory research would.

Instead, grouping the responses into predetermined choices will provide statistically inferable data. This allows you to measure the significance of your results on the overall population you are studying and the changes of your respondent's opinions, attitudes, and behaviours, over time

(Bryman & Bell, 2015). When a particular phenomenon is under study, the research is needed to describe it, to clarify and explain its inner relationships and properties (Huczynski & Buchana, 2004). However, descriptive research should be thought of as a mean to an end, rather than an end in itself (Yin, 2017).

Like descriptive research, causal research is quantitative in nature as well as preplanned and structured in design. For this reason, it is also considered conclusive research. Causal research differs in its attempt to explain the cause and effect relationship between variables. This is opposed to the observational style of descriptive research, because, it attempts to decipher whether a relationship is causal through experimentation. In the end, causal research will have two objectives: 1) To understand which variables are the causes and which variables are the effects and 2) to determine the nature of the relationship between the causal variables and the effect to be predicted (Yin, 2017). Given that the research objectives of the current study were predictive in nature, the explanatory research design was adopted for the study.

Study Design

A study design constitutes a general plan of how the researcher will go about answering the research objectives (Saunders & Lewis, 2012). There are many types of study designs and various scholars classify them in different ways. For example, Saunders and Lewis (2012) refer to experiments, surveys, case studies, action research, grounded theory, ethnography and archival research. Bryman and Bell (2015) defines a study design as a design in research, which consists of five types: experimental design, cross-sectional or survey design, longitudinal design, case study design, and comparative design.

Yin (2017) argues that, in choosing a study design, there are three conditions to be considered: the type of objective, the extent of control an investigator has over actual behavioural events, and the degree of focus on contemporary as opposed to historical events.

Therefore, given the type of research objectives set (regression-based, path modelling), the researcher's limited control over actual behavioural events, and the researcher's high degree of focus on contemporary as opposed to historical events, the cross-sectional design was used as the study design for the present study. Additionally, in cross-sectional design, the researcher is interested in quantitative issues and collects data at a snap-shot one point in time. As such, data collection is relatively cheaper, given time and resource constraints. Yet, this study design does not capture processes and change (Creswell & Creswell, 2017).

Study Organisation

The University of Cape Coast is chosen as the study organisation for the current study. It is one of the ten public Universities in Ghana. The University was established as the University College of Cape Coast in October 1962, with the responsibility of training professional graduate teachers to teach in the country's secondary schools, teacher training colleges, polytechnics, and technical schools. The university was placed in special relations with the University of Ghana to ensure high academic standards and to secure international recognition for its degrees, diplomas and certificates (Kwarteng, Dwarko & Boadi-Siaw, 2012).

The university attained full and independent status with the authority to confer its own degrees, diplomas, and certificates by the University of Cape Coast Act, 1971 (Act 390) and subsequently, the University of Cape Coast Law 1992 (Vice Chancellor's Annual Report, 2013). The University Council is the highest governing body which makes the strategic decisions in the University. The Academic Board also formulates and implements academic policies, regulating and approving all programmes. Managerial and operational decisions are also taken by other boards and committees. Apart from these bodies, there are Directorates, Colleges, Divisions, and Centres which are responsible for providing effective and efficient services to accelerate the development of the university (Oppong & Oduro-Asabere, 2018).

Whiles executing its core mandate of training and producing quality graduate teachers, University of Cape Coast has diversified its academic programmes to include market-driven programmes, such as business, law, humanities (Arts and Social Sciences), biological sciences, physical sciences and agriculture. There are four categories of staff at the University of Cape Coast: academic senior members, non-academic senior members, senior staff and junior staff. In terms of administration, the university is divided into nine directorates, which are headed by directors (Vice Chancellor's Annual Report, 2013).

The University of Cape Coast is chosen for this study on the basis that it has wide-ranging specialists performing non-academic leadership roles in different directorates, divisions and sections (Kwarteng, Dwarko & Boadi-Siaw, 2012). Realising the importance of succession planning in ensuring that

there is uninterrupted succession in critical roles and the continuous complaints that some senior members do not have the technical expertise relevant to the directorates that they head (Oppong & Oduro-Asabere, 2018), the researcher chooses to analyse succession planning and its effect on job satisfaction and job commitment among these non-academic members in the university.

Non-academic senior members, particularly directors of the university have to rise through the ranks from Junior Assistant Registrar to Deputy Registrar (equivalent to Deputy Director) to apply for the position of a director. The full range of the ranks as detailed in the statutes includes junior assistant registrar, assistant registrar, senior assistant registrar, deputy registrar, and registrar/director; and one has to serve for a minimum of five years in a rank to qualify for promotion to the next higher rank (University of Cape Coast, 2012).

Population

Rubin and Babbie (2001) argue that a population is the theoretically specified aggregation of study elements. Malhotra (1996) advocates that the members or units of a population should possess material facts that is relevant to the study and the researcher. As such, for the purpose of the present study, all non-academic senior members (all senior members except lecturers) at the University of Cape Coast, numbering 230 formed the population of the study. Data was sourced from the senior member's section at the University of Cape Coast.

Sample Procedure and Sample Size

There are several approaches to determining the sample size (Dell, Holleran & Ramakrishnan, 2002). One approach is to use the entire population as the sample (Scott, 2017), referred to as a census. Although cost considerations make this impossible for large populations, a census is attractive for small populations (about 200). A census eliminates sampling error and provides data on all the individuals in the population. In addition, some costs, such as questionnaire design and developing the sampling frame are “fixed,” that is, they will be the same for the samples (Israel, 2013). Therefore, owing to the small number of the population size, the researcher used a census to select the entire population of 230 non-academic senior members to serve as the sample size for the study.

This sample size also satisfies the analytical technique adopted. According to Hair, Risher, Sarstedt and Ringle (2018), the minimum sample size should be equal to 10 times the largest number of indicators used to measure a single construct. In the case of this study, the largest number of indicators used to measure a single construct was 20 items of Job Satisfaction, hence, 10 times 20, making 200 and this figure is below the sample size of 230, therefore, the chosen sample size is justified.

Data Collection Instrument

A questionnaire is used as the instrument for data collection; therefore, data was sourced from primary source. Questionnaire was used, because, in the view of Neelankavil (2007), it guarantees greater uniformity, consistency and objectivity in data collected. The questionnaire is self-administered due to the high educational level of the non-academic senior members. A self-

administered questionnaire refers to a questionnaire that has been designed specifically to be completed by a respondent, without the intervention of the researcher collecting the data. Because a self-administered questionnaire is completed without on-going feedback from the researcher, special care is taken in how the questions/statements are worded and how the questionnaire is formatted in order to avoid measurement error (Lavrakas, 2008). Items in the questionnaire are written in simple sentences to avoid ambiguities.

The questionnaire is grouped into four sections (Section A to D) and it is made up of 59 items. The questionnaire is designed based on prior studies. 'Section A' collected data on succession planning. The 20-item scale by Salama (2014) is used to measure succession planning. This scale is used, because, it has the highest dimensions, covering all contents of a succession planning. Sample item is: In my organisation, employee career paths are clearly defined and are available from the human resource department (SP07). The scale is known to have demonstrated good psychometric properties in earlier studies (Tetteh, 2015). The 20 items are anchored on a seven-point Likert scale with score 1 = least agreement to score 7 = strongest agreement. The original Cronbach's Alpha for the scale is 0.82.

'Section B' covers job satisfaction. The study employs the 20-item short-form of the Minnesota Satisfaction Questionnaire (University of Minnesota, 1977) in measuring the job satisfaction among non-academic senior members for several reasons. First, responding to this questionnaire usually takes a shorter time to complete: between 15-20 minutes. This prevents the researcher from boring respondents with unnecessarily long questions. Secondly, an overly long instrument may yield higher non-response

rates. More importantly, the scale had a balance between length and psychometric properties. The original Cronbach's Alpha for the scale was 0.98. Sample item was: 'I have the chance to do something that makes use of my abilities' (JS11). The 20 items were anchored on a seven-point Likert scale with score 1 = least acceptance to score 7 = strongest acceptance.

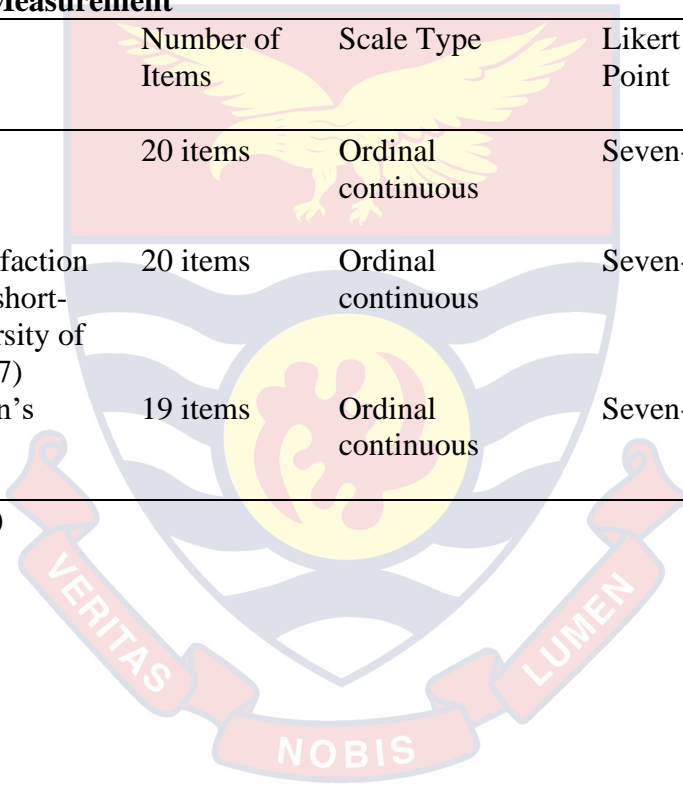
'Section C' considered job commitment. Meyer and Allan's (1997) 19-item scale is used to measure job commitment among non-academic members, since it has been the most frequently used by earlier researchers (Akbar, Udin, & Djastuti, 2018; Ayoade, Ogunnaike, & Omotayo, 2018; Clarke & Mahadi, 2017; Koomson, 2019; Mensah, 2016). Sub-scales were affective commitment (seven items), continuance commitment (six items) and normative commitment (six items). Sample item was: 'I really feel as if the organisation's problems are my own' (JC03). The original Cronbach's Alpha for the sub-scales was 0.70, 0.60, and 0.67 respectively. The original Cronbach Alpha for the main scale was 0.66. The 19 items were anchored on a seven-point Likert scale with score 1 = least agreement to score 7 = strongest agreement.

'Section D' considers the demographic characteristics of respondents. The information sought were sex, age (in years), level of education, and the number of years worked in the university (in years), as used in prior studies. A summary of the variables used in the present study, their expected sign, sources, number of items, scale type, Likert scale point, scale format, and their original Cronbach alpha are presented in Table 1.

Table 1: Variable Operationalization and Measurement

Variable	Expected Sign	Source(s)	Number of Items	Scale Type	Likert Scale Point	Scale Format	Original Cronbach Alpha
Succession Planning	SP	Salama (2014)	20 items	Ordinal continuous	Seven-point	1= <i>Least agreement</i> to 7= <i>strongest agreement</i>	0.82
Job Satisfaction	JS	Minnesota Satisfaction Questionnaire (short-form) by University of Minnesota (1977)	20 items	Ordinal continuous	Seven-point	1= <i>Least acceptance</i> to 7= <i>strongest acceptance</i>	0.98
Job Commitment	JC	Meyer and Allan's (1997)	19 items	Ordinal continuous	Seven-point	1= <i>Least agreement</i> to 7= <i>strongest agreement</i>	0.66

Source: Author compilation, Frimpong (2019)



Common Method Variance

Because this study used self-reported questionnaire to collect data at the same time from the same participants, there is a risk that common method bias could present problems. As such, there was the need to cater for possible common method bias. Common method variance or bias refers to variance that is attributable to the measurement method rather than to the construct the measures represent (Nougarou, 2017). Podsakoff, Mackenzie, Lee and Podsakoff (2003) recommend the use of different scale answering formats for different constructs.

Using different formats diminishes participants' likelihood to use previous responses to answer subsequent questions (when those can sound similar), thus, decreasing chances of the consistency motif (tendency for respondents to try to maintain consistency in their responses to questions) and item demand characteristic (when items may convey hidden cues as to how to respond to them). For example, if a non-academic member is asked to rate statements on succession planning, using an agreement scale, the response to those statements are likely to influence the response on the other statements that may succeed. However, if one of the statements asks for 'agreement' and the other similar statement asks for 'acceptance', the participant is less likely to think about the previous response when giving his/her new answer.

Moreover, while the instruction for the previous statement involves 'circling' the correct option, the subsequent ones require 'ticking' the correct option. This technique helps to distinguish between respondents that read before responding and those that do not (Podsakoff, Mackenzie, Lee, & Podsakoff, 2003). Furthermore, it is imperative to make sure participants are

convinced that they would stay anonymous. In addition, it was also important to assure them that there were no right or wrong answers and to convince them that they should answer questions as honestly as possible.

The result is that respondents were less likely to edit their responses to be more socially desirable (tendency for respondents to attribute socially desirable traits, attitudes, and/or behaviours to someone they know and like than to someone they dislike), to be more lenient, to be acquiescent (tendency for respondents to agree or disagree with questionnaire items independent of their content), or to respond according to how they thought the researcher wanted them to respond (Podsakoff, Mackenzie, Lee & Podsakoff, 2003). Reverse coded items were also employed. Furthermore, Kock (2015) argues that greater collinearity levels could likely lead to inflated path coefficients, signalling that the model may be contaminated by common method bias. Therefore, multicollinearity test is conducted in the next chapter to check possible common method variance contamination for necessary actions to be taken.

Pre-Testing

A pre-test was done prior to the main survey. The purpose of the pre-test was to fine-tune the questionnaire items and make them clearer and understandable so that participants do not have challenges during the main survey. According to Pallant (2007), pre-tests are essential ahead of a main survey for the following reasons. Firstly, they ensure that instructions, questions and scale items are clear. They further ensure that potential respondents understand questions and respond appropriately. Also, they help to identify and eliminate questions or items that may offend potential

respondents. Finally, the pre-testing was done to ensure the validity of the scales and, also, to make sure the questionnaire was free of any cultural biases, since the scales were adapted from prior studies.

A pre-test was undertaken, using 20 non-academic members in the Cape Coast Technical University in Cape Coast. The sample size for the pre-test conformed to Saunders, Lewis and Thornhill's (2007) minimum criteria of 10 for pre-test by students. Non-academic members in the Cape Coast Technical University were selected at the convenience of the researcher, with permission from the University's Administration. Draft copies of the instrument, which consisted of already existing but modified scales were neatly packaged in brown envelopes with pens and were distributed to the non-academic members. The questionnaires were given to them and were expected to be collected in five days' time.

Yet, retrieving the questionnaires took almost three weeks. Of the 20 questionnaires issued to participants, 15 completed questionnaires were recovered. The pre-test revealed that the statements were generally clearly understood by respondents, by demonstrating less difficulty in responding to the items. Generally speaking, respondents spent about 45 to 50 minutes in completing the questionnaire. Finally, none of the items on the questionnaire was dropped. Details of the original Cronbach's Alpha before and after pre-testing were presented in Table 2.

Table 2: Original and Current Cronbach’s Alphas of Scales used before the Measurement Evaluation

Scales	Details	Original	Cronbach’s Alpha
		Cronbach’s Alpha	After Pre-Testing
Succession Planning	20 items	0.82	0.83
Job Satisfaction	20 items	0.98	0.96
Job Commitment	19 items	0.66	0.81

Source: Author compilation, Frimpong (2019)

From Table 2, it was revealed that the Cronbach Alpha for succession planning and job commitment improved after the pre-test, while that Cronbach Alpha for job satisfaction maintained its value of approximately 0.9, suggesting that the pre-test improved upon the reliability and validity of the questionnaire.

Reliability and Validity of Scales

Before data analysis, the reliability and validity of the scales were checked, using indicator reliability, internal consistency reliability (composite reliability), convergent validity, and discriminant validity techniques for reflective measurement models. Indicator loadings and Jöreskog’s (1971) composite reliability should be 0.6 or higher for them to be retained (Bagozzi & Yi, 1988; Hair, Risher, Sarstedt, & Ringle, 2014). In Smart PLS software, indicator reliability can be obtained from PLS→Calculation Results→Outer loadings and composite reliability can be sourced from PLS→Quality Criteria→Overview. For convergent validity, the average variance extracted (AVE) should be 0.5 or higher to suggest that the latent variable explains more than half of its indicators’ variance (Bagozzi & Yi, 1988). In Smart PLS

software, convergent validity can be obtained from PLS→Quality Criteria→Overview.

For the assessment of discriminant validity, two measures have been put forward—the Fornell–Larcker criterion and cross loadings. The Fornell–Larcker criterion (Fornell & Larcker, 1981) postulates that a latent construct shares more variance with its assigned indicators than with another latent variable in the structural model. In statistical terms, the AVE of each latent construct should be greater than the latent construct’s highest squared correlation with any other latent construct. The second criterion of discriminant validity is usually a bit more liberal: an indicator’s loading with its associated latent construct should be higher than its loadings with all the remaining constructs (that is, the cross loadings). In Smart PLS software, cross loadings can be retrieved from PLS→Quality Criteria→Cross Loadings.

The primary evaluation criteria for the structural model are the multicollinearity assessment and R^2 measures. Therefore, in the present study, the assessment of the structural model began with an assessment of possible multicollinearity among the exogenous latent variables so that it does not bias the regression results (Hair, Risher, Sarstedt, & Ringle, 2018). Each set of exogenous latent variables in the model was checked for potential collinearity problem, using multiple regression tools of IBM SPSS Statistics, for windows, version 23, as Smart PLS software does not provide these numbers.

First, make sure the data is in *csv* file format. Then, import the data into SPSS and go to Analyse→Regression→Linear. As a rule of thumb, VIF values above 5 are indicative of probable collinearity issues among the predictor constructs (Wong, 2013), but, collinearity problems can also occur at

lower VIF values of 3 to 5 (Becker, Ringle, & Sarstedt, 2018). Ideally, the VIF values should be close to 3 and lower (Hair, Risher, Sarstedt, & Ringle, 2018).

Once collinearity was not an issue, the next step was to examine is the R^2 value of the endogenous construct(s). The R^2 measures the variance which is explained in each of the endogenous constructs (Hair, Risher, Sarstedt, & Ringle, 2018), and is therefore a measure of model's explanatory power (Shmueli & Koppius, 2011). Because the goal of the prediction-oriented PLS-SEM approach is to explain the endogenous latent variables' variance, the key target constructs' level of R^2 should be high. The judgment of what R^2 level is high depends, however, on the specific research discipline.

As a guideline, the R^2 values of 0.60, 0.50, and 0.20 can be considered substantial, moderate, and weak (Hair, Ringle, & Sarstedt, 2011; Henseler, Ringle, & Sinkovics, 2009). Simply, the R^2 ranges from 0 to 1, with higher values indicating greater explanatory power (Rigdon, 2012). A substantial R^2 indicates that the model fits the data collected and it reflects the overall population. The same model would likely fit if used on another sample drawn from the population (Sharma, Sarstedt, Shmueli, Kim, & Thiele, 2019). The individual path coefficients of the PLS structural model are interpreted as standardized beta coefficients of ordinary least squares regressions. Just as with the indicators' weights and loadings, each path coefficient's significance is assessed by means of a bootstrapping procedure. Paths that are non-significant or show signs contrary to the hypothesised direction do not support a prior hypothesis, whereas significant paths showing the hypothesised direction empirically support the proposed causal relationship (Wong, 2013).

Data Collection Procedures

Copies of questionnaires, numbering 230, were administered to non-academic members in University of Cape Coast on 5th May, 2019, with the intention of collecting them later, after completion. Follow-up were made by making several visits to the offices of the senior members. Completed questionnaires were retrieved on the 25th of May, 2019. Hence, data collection lasted for three weeks from the day they were administered to the day of retrieval. Out of the 230 questionnaires distributed, 203 questionnaires were completed and they were deemed valid and usable for the purposes of data analysis.

Consequently, a response rate of 88.26% ($203/230*100\%$) was achieved. The non-response rate was 11.74%. Though the researcher provided contact details on the questionnaire in cases of clarifications, no respondent contacted the researcher, signalling that respondents likely understood the items on the questionnaire. By clearly examining the completed questionnaires, it was evident that respondents carefully read the questions and responded accordingly, hence, there were no suspicious response patterns and less evidence of common method variance.

Data Processing and Analysis

To begin, the general information of respondents were analysed, using frequency tables by employing IBM SPSS Statistics, for windows, version 23. Afterwards, the researcher tested for the normality of the data so as to inform the appropriate measure of central tendency and dispersion to be used for analysing the level of succession planning, job satisfaction and job commitment among the non-academic senior members in the University of

Cape Coast. Subsequently, Partial Least Squares-Structural Equations Modelling (PLS-SEM) was used as the analytical technique in assessing the measurement and structural model of succession planning, job satisfaction and job commitment. PLS-SEM was chosen over Covariance-Based Structural Equations modelling for three important reasons.

First, the research objectives of the present study sought to predict the variances in the endogenous latent constructs (Hair, Risher, Sarstedt, & Ringle, 2018). Second, PLS-SEM is best suited for testing complex models (Wong, 2013), containing several constructs and indicators, and this study is not an exception. Thirdly, PLS-SEM was adopted due to its distributional assumption: it shows high robustness in situations where the distribution of the data is substantially different from a bell-shaped curve (Hair, Ringle, & Sarstedt, 2011). Smart PLS software version 2.0M.3 by Ringle, Wende and Will (2005) was used for the PLS-SEM Modelling. The PLS algorithm was run, using the default setting with Initial Weights set at 1.0, Maximum Iterations of 300 and an abort criterion of 1.0E-5.

Prior to analysing the measurement and structural model, the survey data were manually and carefully typed into Microsoft Office Excel version 2013 and saved as .xlsx format. The data set had a sample size of 203, without any missing values and invalid observations. To ensure that Smart PLS can import the Microsoft Excel properly, the names of the indicators (for instance, SP01, SP02, SP03) were placed in the first row of the Microsoft Excel spreadsheet, and no 'string' value (for example, words or single dot) were used in other cells, as recommended by Wong (2013). Since Smart PLS does

not take native Microsoft Excel file directly, the dataset was converted to .csv file format.

After testing for reliability and validity of the three variables mentioned earlier (succession planning, job satisfaction, and job commitment), the structural path was checked in bootstrapping for significance testing of both the inner and the outer model (Hair, Ringle, & Sarstedt, 2011). Smart PLS software generated *T*-statistics for significance testing of both the inner and the outer model. In the bootstrapping procedure, a large number of samples were taken from the original sample with replacement to give bootstrap standard errors, which in turn gives approximate *T* values for significance testing of the structural path.

The bootstrap of the 203 cases was run, using 5000 bootstrap samples, with no sign changes. According to Hair, Hair, Tomas, Ringle and Sarstedt (2014), the bootstrap result approximates the normality of the data. Therefore, using the two-tailed *t*-test with a significant level of 5%, the path coefficient was said to be significant if the *T*-statistics was larger than 1.96 after going to the Path Coefficients (Means, STDEV, T-Values) window locating within the bootstrapping section of the Default Report.

Moderating effect, in the words of Hair, Tomas, Ringle and Sarstedt (2014), assume that the relationship between the two variables (Y_1 and Y_2) is not constant, but, depends on a moderator variable (M), and this moderator variable may change the direction of the relationship. This type of moderation is called a two-way interaction, because, aside the endogenous variable (Y_2), the moderator interacts with one other variable, the exogenous latent variable (Y_1). As an illustration, a path coefficient may be positive for those

observations that have high value in the moderator variable, whereas the structural relationship may be negative for observations that have low value in the moderator variable. The path from Y_1 to Y_2 is called main effect, while path from Y_1 to Y_2 , moderated by M is termed simple effect (Figure 3).

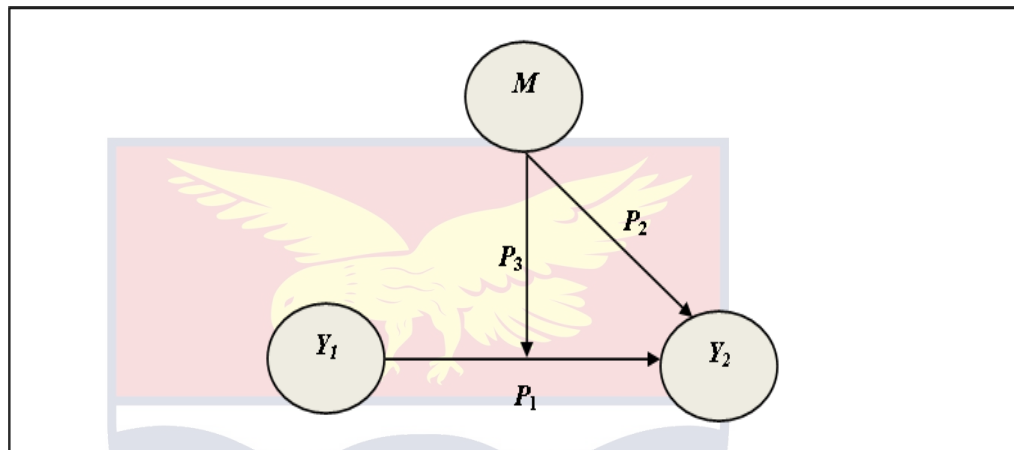


Figure 3: Example of moderating effect

Source: Hair, Tomas, Ringle and Sarstedt (2014, p. 259)

Regarding the approach adopted, the product indicator approach was used for the moderation analysis, because, according to Hair, Tomas, Ringle and Sarstedt (2014), it is best suited for reflective models. The product indicator approach involves multiplying each (mean-centered) indicator of the exogenous latent variable with each indicator of the moderator variable. The product indicators become the indicators in the interaction term. To implement the product indicator approach, the analyzer extends the original model by including the moderator variable. To do so, the researcher enters a new construct in the model, renames it, and draws a path relationship from the newly added moderator construct to the target endogenous construct.

Afterwards, the researcher assigns the indicators to the moderator construct. Subsequently, the interaction term is included in the model.

Smart PLS software, according to Hair, Tomas, Ringle and Sarstedt (2014), offers an option to automatically include an interaction term with product indicators. It is done by right-clicking in the target construct and chooses the option “Create Moderating Effect”. Then, specify which variable represents the moderator and which variable stands as the predictor and choose the “Mean-center indicator values before multiplication” in the “Interaction effect term generation” menu box. When you click on “Finish”, Smart PLS will include the interaction term ($Y_I * M$) in the moderating window. It will appear in a violet colour, signaling that the construct is an interaction term.

Right-click on the interaction term and choose the menu option “Hide/Show measurement model”. The product indicators will then appear in the modeling window. The analyst can now proceed with the analysis by running the PLS-SEM algorithm, using the path weighting scheme, data metric (Mean=0, Var=1), maximum iteration of 300, abort criterion (1.0E-5), and initial weights of 1.0, as described earlier. Hair Tomas, Ringle and Sarstedt (2014) maintain that the reflective evaluation criteria also apply for the interaction term. The assessment of the size and significance of the interaction term is useful only if the latent interaction variable is reliable, therefore, the researcher tests for reliability and validity of the moderator variables before conducting the moderation analysis.

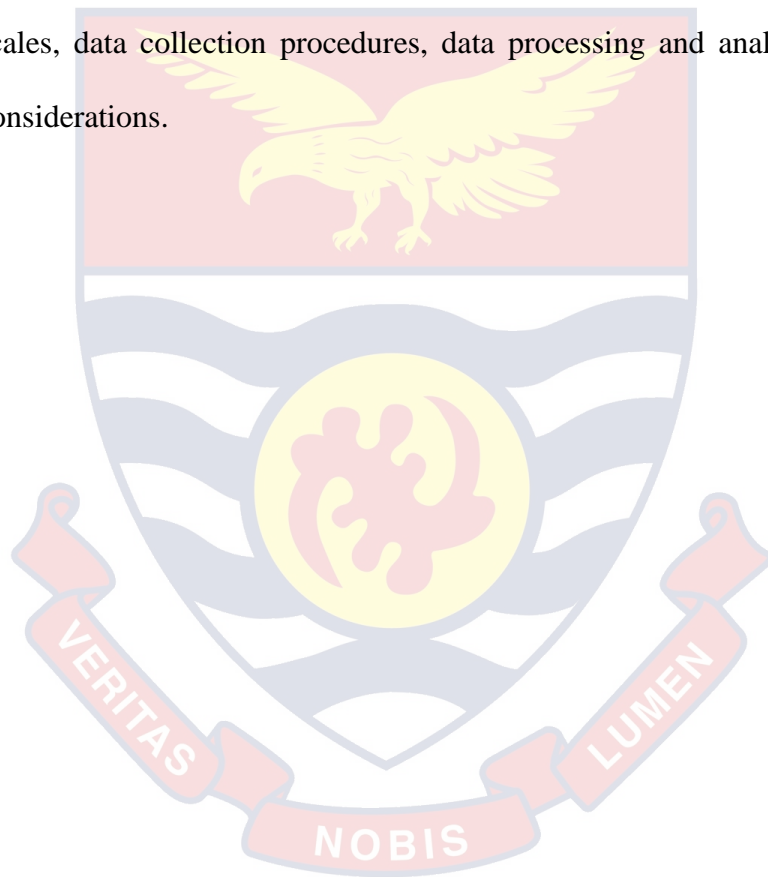
Ethical Considerations

A study by Patten and Newhart (2017) revealed the major ethical issue that needs to be considered in every research. These major ethical issues are voluntary participation, right to privacy, anonymity and confidentiality of information. As such, all efforts are geared towards ensuring that all these ethical issues are addressed in the questionnaire design. Regarding voluntary participation, every respondent is allowed to participate in the data collection exercise on his/her own free will. Also, the possible issues of right to privacy are realised by allowing respondents to answer the questionnaires on their own and an appropriate medium is communicated for unclear questions to be attended to.

Furthermore, the issue of anonymity is attended to by restricting respondents from providing detailed information about themselves on the questionnaire in relation to names, contact numbers and personal addresses. Respondents are also assured that none of their identities would be leaked to the public domain nor used for purposes other than this study. Finally, the study ensured confidentiality of information by assuring respondents that all information provided would be kept confidential. They are also assured that none of the information provided would be used against them. Respondents are free to opt out or withdraw anytime from the research. No material reward is given to a respondent to induce participation. In summary, the study ensures that all major ethical issues are appropriately attended to.

Chapter Summary

This study sought to analyse succession planning and job commitment of non-academic senior members in University of Cape Coast, as well as the moderating role of employee's job satisfaction. This chapter looked at the research philosophy, research approach, research design, study design, study organisation, population, sampling procedure, sample size, data collection instrument, common method variance, pre-testing, reliability and validity of scales, data collection procedures, data processing and analysis, and ethical considerations.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The present study sought to analyse succession planning and job commitment of non-academic senior members in University of Cape Coast: The moderating role of employee's job satisfaction. To begin, this chapter presented and discussed the results on the demographic characteristics of respondents. Next, a test for normality was conducted to inform the appropriate measure of central tendency and dispersion that has been recommended by scholars. Subsequently, the first objective of the study was analysed. The chapter continued with the assessment of the measurement model and the assessment of the structural model. Successively, the second, third and fourth objectives were ascertained. The chapter ended with a summary of key findings.

Demographic Characteristics of Respondents

Eventually, 203 questionnaires were completed and they were deemed valid and usable for the purposes of data analysis. Of the 203 responses, 143 were males (70.44%) and the remaining 60 were females (29.56%), suggesting that the respondents were dominated by males. Considering the ages of respondents, the study considered the age classifications proposed by Yarlagadda, Murthy and Prasad (2015), namely babies (0 to 15 years), young adults (16 to 30 years), middle-aged adults (31 to 50 years), and senior adults (>50 years). It came to light that majority of the respondents were middle-aged adults (n=105, 51.72%), with the remaining being senior adults (n=98,

48.28%). This result insinuates that the respondents are matured to make informed contributions to the study. These findings are displayed in Table 3.

Table 3: Demographic Characteristics

SN	Details	Frequency	Percentage
1	<i>Sex:</i>		
	Male	143	70.44%
	Female	60	29.56%
2	<i>Age in years:</i>		
	16 to 30 years	-	-
	31 to 50 years	105	51.72%
	> 50 years	98	48.28%
3	<i>Level of education:</i>		
	Bachelor's degree	100	49.26%
	Masters' degree	103	50.74%
4	<i>Years of experience:</i>		
	Less than 5 years	25	12.32%
	6 to 10 years	76	37.44%
	11 to 15 years	58	28.57%
	> 15 years	44	21.67%

Source: Field survey, Frimpong (2019)

Regarding the educational level of respondents, the result showed that most of the respondents have attained masters' degree qualifications (n=103, 50.74%) and the rest hold bachelor's degree qualifications (n=100, 49.26%), denoting that the respondents have enough knowledge needed to make informed contributions to this study (Table 3). Finally, it was revealed that

majority of the respondents have worked in University of Cape Coast for more than 5 years (n=178, 87.68%), signalling that they have enough working experience in the university and as such, they are in a good position to make valuable contributions to the present study (Table 3).

Succession Planning among Non-Academic Members at University of Cape Coast

The first objective of the present study sought to assess the extent to which non-academic members' succession planning needs are considered in University of Cape Coast. In selecting the suitable measure of central tendency and dispersion to analyse this objective, the investigator tested for normality in data, as recommended by Adam (2015), employing the Kolmogorov-Smirnov test of IBM SPSS Statistics for windows, version 23. The Kolmogorov-Smirnov test was preferred over Shapiro-Wilk test, since the dataset used was larger than 50 elements: n=203 (Adam, 2018). The Kolmogorov-Smirnov test calculated the probability that the sample was drawn from a normal distribution. It required the specification of a hypothesis statement, as shown below:

H_0 : The sample is not significantly different from a normally distributed data or the sample data is normally distributed.

H_1 : The sample is significantly different from a normally distributed data or the sample data is not normally distributed.

Regarding the decision rule, if the Kolmogorov-Smirnov test yields a significance level less than the alpha level (0.05), it means that the distribution is not normal. Nevertheless, if the Kolmogorov-Smirnov Z test yields a significance level greater than the alpha level (0.05), it means that the

distribution is normal. As depicted in Table 4, the Kolmogorov-Smirnov Z test indicated that the *p*-values for job satisfaction and job commitment were less than the alpha level of 0.05, hence, the analyst rejected the null hypothesis in favor of the alternate hypothesis and concluded that the datasets for and job satisfaction and job commitment were not normally distributed. However, the dataset for succession planning was normally distributed, as the Kolmogorov-Smirnov Z test for succession planning yielded a significance level greater than the alpha level (0.05).

Table 4: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Succession Planning	.045	203	.200*	.989	203	.130
Job Satisfaction	.133	203	.000	.957	203	.000
Job Commitment	.111	203	.000	.960	203	.000

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Source: Field survey, Frimpong (2019)

The test of normality result for succession planning informed the analyst to use the mean, as the measure of central tendency and standard deviation, as a measure of dispersion, recommended by Adam (2018), in assessing the extent to which non-academic members' succession planning needs are considered in University of Cape Coast. In doing so, 20 indicators were measured on a seven point Likert-like scale with score 1=least agreement, 2=less agreement, 3=little agreement, 4=moderate agreement, 5=strong agreement, 6=stronger agreement, 7=strongest agreement. These

scores were generalised based on respondents' views regarding each of the positive statements under "Succession Planning" on the questionnaire. To correct for possible errors, the cut-off point was arrived at using the mean of the scale minus 0.1, as used by earlier researchers (Amissah, 2017; Oppong, 2019).

From Table 5, the average value of "In my organisation, succession planning puts into consideration all key positions" as an indicator from a sample of 203 was 3.65, indicating *low agreement* that their succession planning needs are considered, with a degree of variability from standard deviation of 1.65, evincing that respondents' views were less variegated.

Table 5: Succession Planning

SN	Indicator	N	Mean	SD
1	In my organisation, succession planning puts into consideration all key positions.	203	3.65	1.65
2	In my organisation, performance appraisals are always conducted annually.	203	3.51	1.38
3	Job rotation is well implemented across all departments in my organisation.	203	3.41	1.37
4	In my organisation, rewards are given to all employees without any form of discrimination.	203	3.30	1.21
5	Bonuses and incentives are benefits given to all employees in my organisation based on their performance.	203	3.31	1.32

Table 5 Continued

6	In my organisation, management supports employees who wish to advance in their careers through education policy and sponsorships for training.	203	3.28	1.18
7	In my organisation, employee career paths are clearly defined and are available from the human resource department.	203	3.26	1.36
8	In my organisation, every year employees are always given feedback about their talent reviews.	203	2.88	1.15
9	In my organisation, training and development opportunities are available to all employees.	203	3.15	1.18
10	In my organisation, it is evident that managers and supervisors have effective management and leadership skills.	203	3.23	1.39
11	In my organisation, mentoring and coaching is well practiced by most managers and supervisors.	203	3.23	1.45
12	In my organisation, there are opportunities for employees to continuously improve their skills.	203	3.08	1.45
13	In my organisation, succession planning is strictly considered for top level management.	203	3.14	1.35
14	In my organisation, employees are usually recruited from diverse demographic backgrounds.	203	3.09	1.24
15	In my organisation, the succession plan encourages promotion from within strictly based on merit.	203	3.25	1.45
16	In my organisation, rewards are always given to talented employees.	203	3.51	1.38

Table 5 Continued

17	In my organisation, any changes in human resource policies are communicated to all employees.	203	3.30	1.21
18	Talented employees are always attracted to join my organisation due to its good reputation in retaining talent.	203	3.28	1.18
19	In my organisation, we have an “open door policy” which enables smooth communication between management and employees.	203	2.88	1.15
20	In my organisation, employees are internally offered internship opportunities so as to assist them advance their careers.	203	3.23	1.39

Scale (Mean): Low agreement = 1.00 – 3.90; High agreement = 5.00 – 7.00

Indistinguishably, the mid-point of “In my organisation, performance appraisals are always conducted annually” as an indicator from a sample of 203 was 3.51, connoting *low agreement* that their succession planning needs are considered, with a degree of dispersion from standard deviation of 1.38, signalling that respondents’ views were not wide-ranging.

In the same vein, the middling score of “Job rotation is well implemented across all departments in my organisation” as an indicator from a sample of 203 was 3.41, signifying respondents’ *low affirmation* that their succession planning needs are considered, with a degree of variation from a standard deviation of 1.37, suggesting less diversity in respondents’ opinions. Identically, the mediocre value of “In my organisation, rewards are given to all employees without any form of discrimination” as an indicator from a sample of 203 was 3.30, demonstrating respondents’ *low consent* that

their succession planning needs are considered, with a degree of variability from standard deviation of 1.21, indicating that respondents' views were less disparate (Table 5).

In a similar fashion, the median of “Bonuses and incentives are benefits given to all employees in my organisation based on their performance” as an indicator from a sample of 203 was 3.31, declaring respondents' *low agreement* that their succession planning needs are considered, with a degree of dispersion from a standard deviation of 1.32, implying that respondents' views were similar. Similarly, the median of “In my organisation, management supports employees who wish to advance in their careers through education policy and sponsorships for training” as an indicator from a sample of 203 was 3.28, connoting respondents' *low affirmation* that their succession planning needs are considered, with a degree of disparity from a standard deviation of 1.18, suggesting that respondents' opinions were less differed (Table 5).

Equally, the middling value of “In my organisation, employee career paths are clearly defined and are available from the human resource department” as an indicator from a sample of 203 was 3.26, hinting respondents' *low agreement* that their succession planning needs are considered, with a degree of variation from a standard deviation of 1.36, signalling that respondents' views were less multifaceted. In like manner, the average value of “In my organisation, every year employees are always given feedback about their talent reviews” as an indicator from a sample of 203 was 2.88, denoting respondents' *low consent* that their succession planning needs

are considered, with a degree of dispersion from a standard deviation of 1.15, implying that respondents' views were homogenous (Table 5).

In the same way, the mediocre value of “In my organisation, training and development opportunities are available to all employees” as an indicator from a sample of 203 was 3.15, connoting respondents *low accord* that their succession planning needs are considered, with a degree of disparity from a standard deviation of 1.18, revealing that respondents' views were not wide-ranging. Comparably, the median of “In my organisation, it is evident that managers and supervisors have effective management and leadership skills” as an indicator from a sample of 203 was 3.23, indicating respondents' *low agreement* that their succession planning needs are considered, with a degree of variation from a standard deviation of 1.39, connoting that the respondents' view were not diversified (Table 5).

By the same token, the mid-point of “In my organisation, mentoring and coaching is well practiced by most managers and supervisors” as an indicator from a sample of 203 was 3.23, denoting respondents *low affirmation* that their succession planning needs are considered, with a degree of variability from a standard deviation of 1.45, evincing low dispersion in respondents' opinions. Homogeneously, the mean of “In my organisation, there are opportunities for employees to continuously improve their skills” as an indicator from a sample of 203 was 3.08, inferring *low agreement* by respondents that their succession planning needs are considered, with a degree of variation from a standard deviation of 1.45, signalling that the respondents' views were similar (Table 5).

Closely, the mid-point of “In my organisation, succession planning is strictly considered for top level management” as an indicator from a sample of 203 was 3.14, indicating respondents’ *low affirmation* that their succession planning needs are considered, with a degree of dispersion from a standard deviation of 1.35, meaning that respondents’ views were less differed. Equivalently, the average score of “In my organisation, employees are usually recruited from diverse demographic backgrounds” as an indicator from a sample of 203 was 3.09, connoting *low agreement* that respondents’ succession planning needs are considered, with a degree of dispersion from a standard deviation of 1.24, signalling that the respondents’ opinions were similar (Table 5).

Likewise, the mid-point of “In my organisation, the succession plan encourages promotion from within strictly based on merit” as an indicator from a sample of 203 was 3.25, insinuating respondents’ *low agreement* that their succession planning needs are considered, with a degree of disparity from a standard deviation of 1.45, indicating that the respondents’ views were similar. On the same side of the coin, the mean of “In my organisation, rewards are always given to talented employees” as an indicator from a sample of 203 was 3.51, inferring respondents’ *low agreement* to succession planning, with a degree of variation from a standard deviation of 1.38, connoting that respondents’ opinions were homogenous (Table 5).

In a similar fashion, the middling value of “In my organisation, any changes in human resource policies are communicated to all employees” as an indicator from a sample of 203 was 3.30, denoting respondents’ *low consent* to succession planning, with a degree of variation from a standard deviation of

1.21, signifying that respondents' view were similar. Indistinguishably, the mid-point of "Talented employees are always attracted to join my organisation due to its good reputation in retaining talent" as an indicator from a sample of 203 was 3.28, indicating respondents' *low affirmation* that their succession planning needs are considered, with a degree of variability from a standard deviation of 1.18, inferring that the respondents' views were less differed.

Similarly, the middling value of "In my organisation, we have an 'open door policy' which enables smooth communication between management and employees" as an indicator from a sample of 203 was 2.88, indicating respondents' *low affirmation* to succession planning in University of Cape Coast, with a degree of variability from a standard deviation of 1.15, inferring that the respondents' views were less differed. Finally, the mean of "In my organisation, employees are internally offered internship opportunities so as to assist them advance their careers" as an indicator from a sample of 203 was 3.23, signalling *low affirmation* by respondents' that their succession planning needs are considered, with a degree of variation from a standard deviation of 1.39, denoting that respondents' views were not wide-ranging (Table 5).

Gleaning from the views of respondents regarding the extent to which non-academic senior members' succession planning needs are considered in University of Cape Coast, it was obvious the succession planning needs of non-academic senior members in University of Cape Coast were not fulfilled. Put another way, less attention has been given to the succession planning needs of non-academic senior members in University of Cape Coast. This conclusion was drawn, because, the mean of all the 20 indicators that was measured under succession planning was below the benchmark of 3.9 (Low

agreement = 1.00 – 3.90; High agreement = 5.00 – 7.00), as shown in Table 5. Paying less attention to the succession planning needs of non-academic senior members in University of Cape Coast is worrying, because, in El Badawy, Alaadin and Magdy’s (2016) opinion, it can undermine the organisation’s effectiveness and sustainability.

Assessing the Reflective Measurement Model

Table 6 revealed the various reliability and validity items that must be checked and reported when conducting PLS-SEM, using the reflective measurement model.

Table 6: Guidelines for Assessing Reflective Measurement Model

What to check?	to what in Smart PLS?	What to look for	Where is it in the report?	Is it OK?
Reliability				
Indicator reliability	“Outer loadings” numbers	PLS→Calculation Results→Outer loadings		Indicator loadings of 0.6 or higher are recommended for research that depends on established measures (Hair, Risher, Sarstedt, & Ringle, 2014).
Internal consistency reliability	“Reliability” numbers	PLS→Quality Criteria→Overview		Jöreskog’s (1971) Composite reliability should be 0.7 or higher (Bagozzi & Yi, 1988).
Validity				
Convergent validity	“AVE” numbers	PLS→Quality Criteria→Overview		It should be 0.5 or higher (Bagozzi & Yi, 1988).
Discriminant validity	“AVE” numbers and Latent Variable Correlations	PLS→Quality Criteria→Overview (for the AVE numbers as shown above) PLS→Quality Criteria→Latent Variable		Fornell and Larcker (1981) suggest that the “square root” of AVE of each latent variable should be greater than the correlations among the latent variables.

Table 6 Continued

	Correlations	
Cross Loadings	PLS→Quality Criteria→Cross Loadings	An indicator's loading with its associated latent construct should be higher than its loadings with all the remaining constructs (Hair, Ringle, & Sarstedt, 2011)

Indicator Reliability

The results from Table 7 showed that some of the indicators had indicator reliability values that were approximately below the recommended benchmark of 0.6 and may hinder the achievement of discriminant validity and may subsequently lead to measurement errors. These indicators were JCT04, JC05, JC06, JC17, JC18, JC19, JS01, JS04, JS08, JS10, JS12, JS16, JS17, JS18, JS19, JS20, SP04, SP09, SP17. As a result, the affected indicators were deleted from the model. The improved model was presented in Table 8.

Table 7: Initial Measurement Model

Latent Variable	Indicators	Indicator Loadings	Composite Reliability	Cronbach Alpha	AVE
Job Commitment	JC01	0.6430	0.9312	0.9217	0.4183
	JC02	0.7209			
	JC03	0.7401			
	JC04	0.5946			
	JC05	0.5411			
	JC06	0.5573			
	JC07	0.6449			
	JC08	0.6800			
	JC09	0.7027			
	JC10	0.6659			
	JC11	0.6801			
	JC12	0.7289			
	JC13	0.7057			
	JC14	0.6419			
	JC15	0.6363			
	JC16	0.6183			
	JC17	0.5734			

Table 7 continued

	JC18	0.5818			
	JC19	0.5782			
Job					
Satisfaction	JS01	0.5870	0.9213	0.9096	0.3737
	JS02	0.6470			
	JS03	0.6462			
	JS04	0.4470			
	JS05	0.6560			
	JS06	0.6297			
	JS07	0.6367			
	JS08	0.5816			
	JS09	0.6872			
	JS10	0.5555			
	JS11	0.6885			
	JS12	0.3395			
	JS13	0.6913			
	JS14	0.7281			
	JS15	0.6360			
	JS16	0.5994			
	JS17	0.5908			
	JS18	0.5804			
	JS19	0.5188			
	JS20	0.5594			
Succession					
Planning	SP01	0.6837	0.9386	0.9328	0.4346
	SP02	0.7101			
	SP03	0.6681			
	SP04	0.5626			
	SP05	0.6607			
	SP06	0.6888			
	SP07	0.7492			
	SP08	0.6927			
	SP09	0.5822			
	SP10	0.6012			
	SP11	0.6242			
	SP12	0.6521			
	SP13	0.6138			
	SP14	0.6817			
	SP15	0.6828			
	SP16	0.7101			
	SP17	0.5626			
	SP18	0.6888			
	SP19	0.6927			
	SP20	0.6261			

Source: Field survey, Frimpong (2019)

Table 8: Final Measurement Model

Latent Variable	Indicators	Indicator Loadings	Composite Reliability	Cronbach Alpha	AVE				
Job Commitment	JC01	0.6311	0.9231	0.9096	0.4813				
	JC02	0.7102							
	JC03	0.7283							
	JC07	0.6442							
	JC08	0.7231							
	JC09	0.7477							
	JC10	0.7062							
	JC11	0.7299							
	JC12	0.7555							
	JC13	0.7289							
	JC14	0.6429							
	JC15	0.6327							
	JC16	0.6155							
	Job Satisfaction	JS02				0.6682	0.8995	0.8758	0.4731
		JS03				0.6702			
		JS05				0.6767			
JS06		0.6396							
JS07		0.6491							
JS09		0.6996							
JS11		0.7108							
JS13		0.7273							
JS14		0.7608							
JS15		0.6285							
Succession Planning	SP01	0.6862	0.9362	0.9299	0.4639				
	SP02	0.7190							
	SP03	0.6589							
	SP05	0.6540							
	SP06	0.7070							
	SP07	0.7533							
	SP08	0.6872							
	SP10	0.6273							
	SP11	0.6388							
	SP12	0.6619							
	SP13	0.6373							
	SP14	0.6959							
	SP15	0.6986							
	SP16	0.7190							
	SP18	0.7070							
	SP19	0.6872							
	SP20	0.6273							

Source: Field survey, Frimpong (2019)

Observing Table 8, it is evident that all the indicators passed the 0.6 threshold for reaching indicator reliability. These scores have produced better AVE values (Initial: JC=0.4183, JS=0.3737, SP=0.4346; Final: JC=0.4813, JS=0.4731, SP=0.4639), while preserving composite reliability and Cronbach Alpha values.

Internal Consistency Reliability

From Table 8, composite reliability values were shown to be greater than 0.7, so higher levels of internal consistency reliability has been established by all three reflective latent variables: job commitment, job satisfaction and succession planning. In some cases, the construct's true reliability is typically viewed to be within the extreme scores of Cronbach Alpha and Composite Reliability.

Convergent Validity

The third step was to examine the convergent validity of each construct. From Table 8, it was discovered that all the AVE values were closer to or approximately equal to 0.5, hence convergent validity was confirmed.

Discriminant Validity

The latent variable Job commitment's average variance extracted gave a value of 0.4813 (Table 8), hence its square root became 0.6938 (Table 9). This number was lower than the correlation value of 0.7765, but higher than the value of 0.2745 in the column of Job commitment, as shown in Table 9. The latent variable Job satisfaction's average variance extracted was found to be 0.4731 (Table 8), hence, its squared root became 0.6878 (Table 9). This

number was lower than the correlation value of 0.7765 in the column of Job commitment, but larger than the correlation value in the row of succession planning (0.3550), as displayed in Table 9. The latent variable Succession planning's average variance extracted was known to be 0.4639 (Table 8), therefore, its squared root became 0.6811 (Table 9). This number was larger than the correlation value of 0.3550 and 0.2745 in the row of Succession planning, as depicted (Table 9).

Table 9: Fornell-Larcker Criterion Analysis

	Job commitment	Job satisfaction	Succession planning
Job commitment	0.6938		
Job satisfaction	0.7765	0.6878	
Succession planning	0.2745	0.3550	0.6811

Source: Field survey, Frimpong (2019)

As shown in Table 10, all the indicators loaded higher with their associated constructs than the remaining constructs. Therefore, discriminant validity was deemed to have been well established. Put in another way, the model has been appropriately specified.

Table 10: Cross Loadings

	JC	JS	SP
JC01	0.6302	0.5543	0.2289
JC02	0.7093	0.6123	0.2505
JC03	0.7268	0.6319	0.2309
JC07	0.6444	0.5325	0.2198
JC08	0.7240	0.6010	0.1565
JC09	0.7500	0.5456	0.1803
JC10	0.7092	0.5151	0.2431
JC11	0.7317	0.5277	0.1030
JC12	0.7556	0.5563	0.1507
JC13	0.7284	0.5184	0.1193
JC14	0.6415	0.4646	0.1561
JC15	0.6313	0.4255	0.1957
JC16	0.6136	0.4501	0.2386
JS02	0.4587	0.6787	0.2361
JS03	0.5274	0.6765	0.2520
JS05	0.5198	0.6765	0.2222
JS06	0.4963	0.6418	0.2084
JS07	0.4961	0.6505	0.2370
JS09	0.4894	0.6940	0.2980
JS11	0.5749	0.7186	0.1958
JS13	0.6380	0.7263	0.2941
JS14	0.6191	0.7699	0.2986
JS15	0.4814	0.6338	0.1791
SP01	0.3902	0.4102	0.6878
SP02	0.1620	0.2003	0.7184
SP03	0.2747	0.2818	0.6595
SP05	0.1792	0.2430	0.6554
SP06	0.1575	0.2480	0.7060
SP07	0.1690	0.2136	0.7540
SP08	0.1182	0.2039	0.6867
SP10	0.0567	0.0950	0.6263
SP11	0.1354	0.1616	0.6375
SP12	0.1315	0.2198	0.6628
SP13	0.1652	0.2096	0.6379
SP14	0.1620	0.1868	0.6953
SP15	0.1574	0.2867	0.6976
SP16	0.1620	0.2003	0.7184
SP18	0.1575	0.2480	0.7060
SP19	0.1182	0.2039	0.6867
SP20	0.0567	0.0950	0.6263

Source: Field survey, Frimpong (2019)

Assessing Reflective Structural Model

When measurement model assessment is satisfactory, the next step in evaluating PLS-SEM results is assessing the structural model. The structural model considers the relationships between the endogenous and exogenous latent variables. The structural model is the theoretical model, which is the regression aspect of the PLS-SEM calculation. The standard assessment criteria which were considered were multicollinearity assessment and coefficient of determination: R^2 .

Multicollinearity Assessment

As depicted in Table 11, there was no multicollinearity among the independent or exogenous latent variables of succession planning (SP), job satisfaction (JS), and the moderation interaction term (SP*JS), since the VIF values were lower than 3 and the Tolerance level were higher than 0.2 (Wong, 2013).

Table 11: Multicollinearity Test Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1	SP	.896
	JS	.896
	SP*JS	.880

a. Dependent variable: Job Commitment

Source: Field survey, Frimpong (2019)

Coefficient of Determination

Once collinearity was not a problem, the next step was to assess the R^2 value of the endogenous construct. From Figure 4, the coefficient of determination (R^2) was 0.605 for ‘Job commitment’ endogenous latent variable, signifying that the two exogenous latent variables (SP and JS) substantially explained 60.5% of the variance in JC. This result endorsed the statement by Hair, Ringle and Sarstedt (2011) that, because the goal of the prediction-oriented PLS-SEM approach is to explain the endogenous latent variables’ variance, the target constructs’ level of R^2 should be high. In the present study, the target endogenous construct was job commitment (JC), and its R^2 was high at 60.50%.

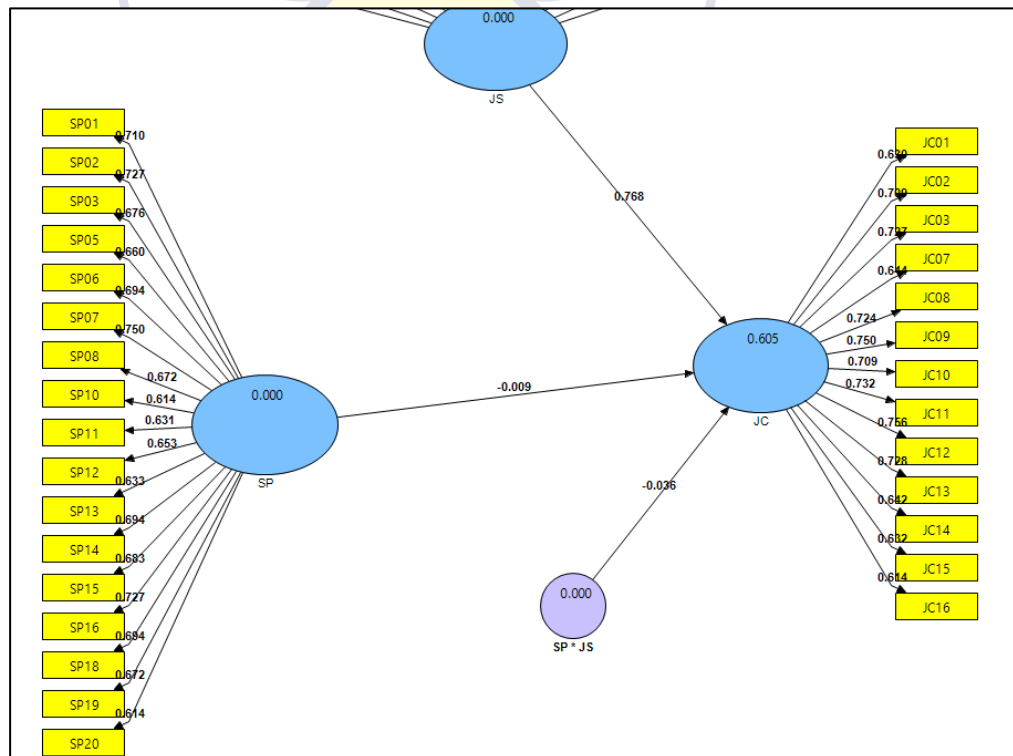


Figure 4: Structural model

Source: Field survey, Frimpong (2019)

Effect of Succession Planning on Job Satisfaction

The second objective of this thesis sought to examine the effect of succession planning on job satisfaction among non-academic senior members in University of Cape Coast. Figure 5 showed that the hypothesised path relationship between succession planning and job satisfaction was statistically significant (T-statistics=7.073, which is greater than 1.96), and the direction of the relationship was positive, as expected (Figure 6).

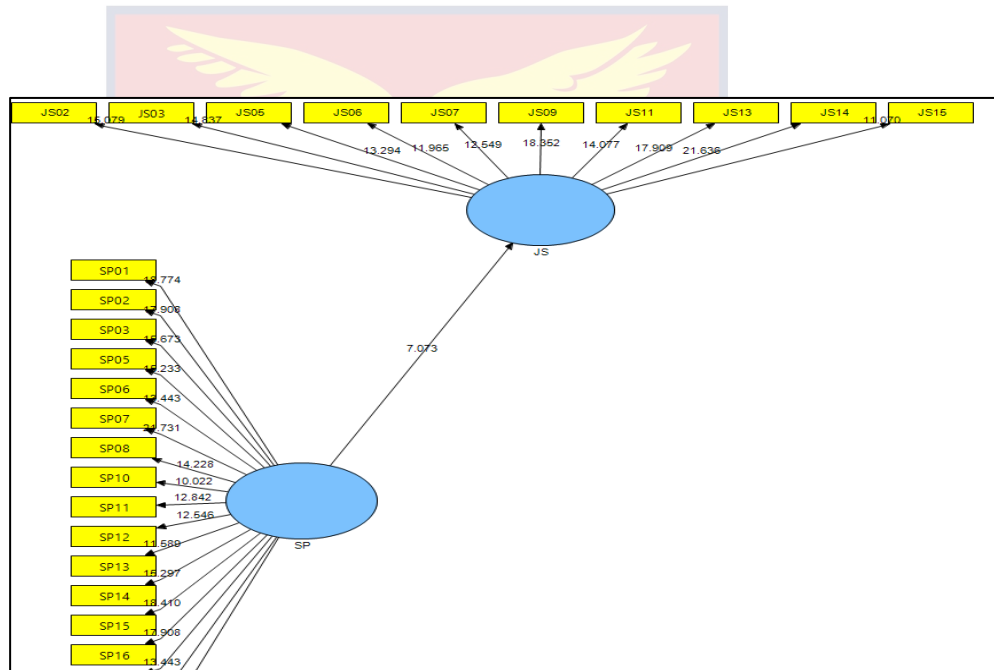


Figure 5: T-statistics of the link between SP and JS

Source: Field survey, Frimpong (2019)

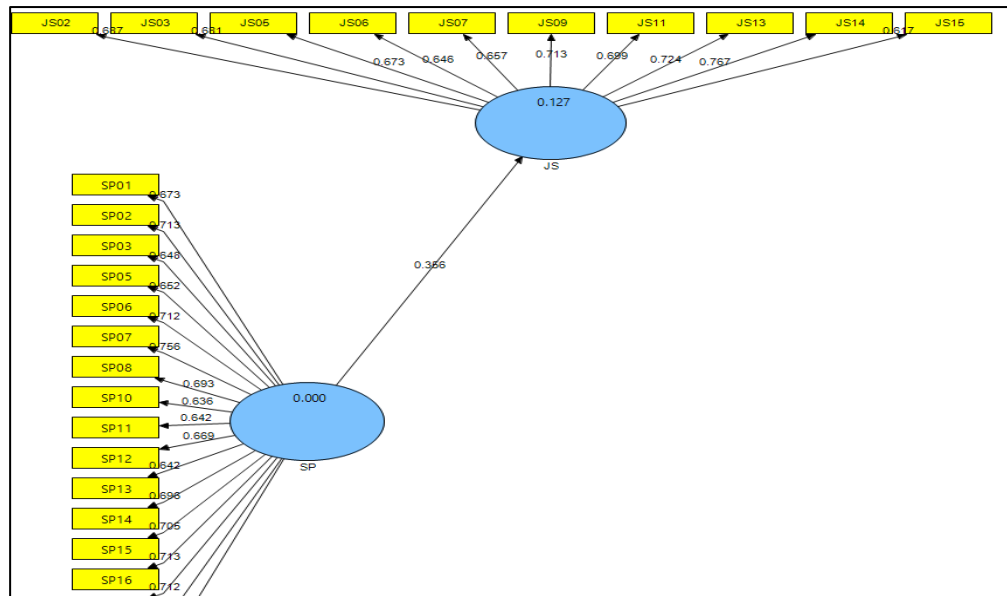


Figure 6: Path coefficient of the link between SP and JS

Source: Field survey, Frimpong (2019)

The statistically positive relationship connotes that paying less attention to succession planning needs of employees stifle their job satisfaction, and this finding parallels the result of El Badawy, Aladdin and Magdy (2016) in Egypt, where the authors discovered a positive linkage between succession planning and job satisfaction.

In a similar fashion, the finding mirrors the study by Hanaysha and Tahir (2016) in Malaysia, where the researchers revealed a positive effect of employee training (a dimension of succession planning) on job satisfaction. Likewise, Chaudhary and Bhaskar (2016) disclosed a significant positive effect of training and development on job satisfaction among staff in various universities. Pagan-Rodriguez (2014) also disclosed that participation in further training increases the levels of job satisfaction among workers in Germany. By the same token, Ismail, Mohamed and Rayee (2017) found that performance appraisal communication (another dimension of succession

planning) significantly correlated with job satisfaction. Equally, Kampkötter (2017) found a positive and significant relationship of performance appraisal on job satisfaction.

The Relationship between Succession Planning and Job Commitment

The third objective of this report sought to assess the relationship between succession planning and job commitment among non-academic senior members in University of Cape Coast. Figure 7 revealed that the hypothesised path relationship between succession planning and job commitment was statistically significant (T-statistics=5.444, which is greater than 1.96), and the direction of the relationship was positive, as anticipated (Figure 8).

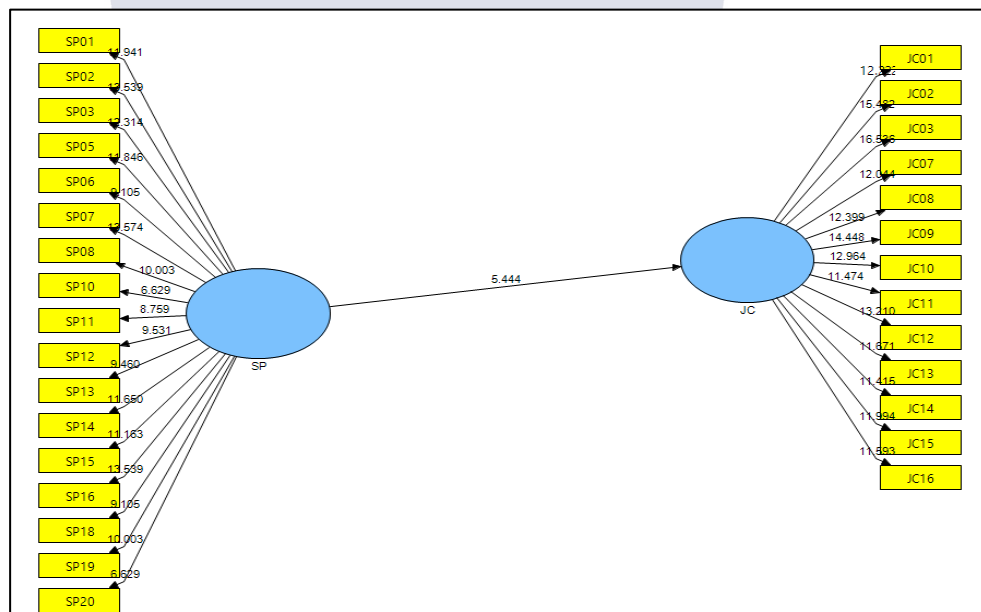


Figure 7: T-statistics of the link between SP and JC

Source: Field survey, Frimpong (2019)

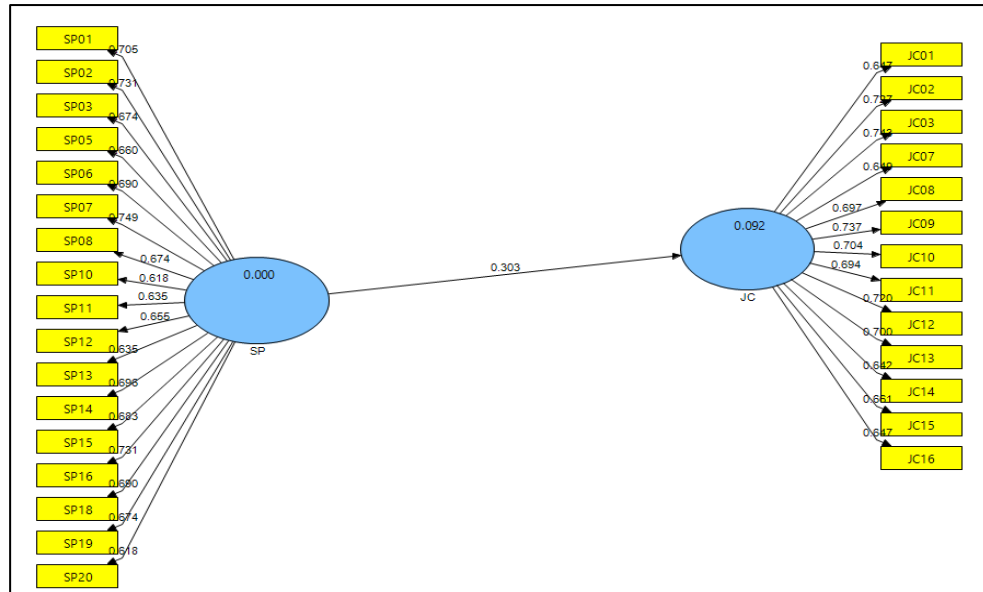


Figure 8: Path coefficient of the link between SP and JC

Source: Field survey, Frimpong (2019)

The statistically positive relationship infers that paying less attention to succession planning needs of employees reduces their commitment to work, and this result agrees with the study by Fadeyi, Kehinde and Nwachukwu (2018) in Nigeria, where the analysers found that succession planning significantly and positively impacted on employee commitment among employees from three Beverages Companies in the manufacturing sector.

Moderating Role of Job Satisfaction on the Relationship between Succession Planning and Job commitment

The fourth and final objective of this research project sought to analyse the moderating role of job satisfaction on the relationship between succession planning and job commitment among non-academic senior members in University of Cape Coast. The product indicator approach, recommended by Hair, Risher, Sarstedt and Ringle (2014) for reflective measurement models was used to test the moderating effect. As displayed in Figure 9, the

interaction term SP*JS had a negative effect on JC (-0.036). The interpretation of the negative interaction term was that, at the mid-point of JS, the relationship between SP and JC had a value of -0.009. At a high level of job satisfaction, that is, when JS is increased by one standard deviation point, the relationship between SP and JC decreases by the size of the interaction effect and achieved the value of -0.045 (-0.009-0.036).

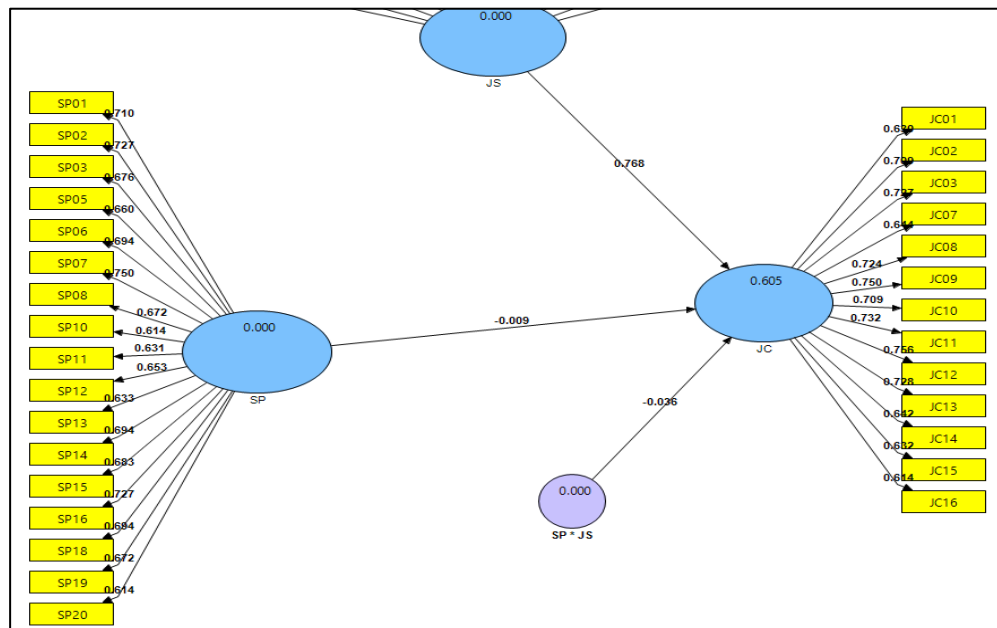


Figure 9: Path coefficients of the moderating role of JS in the relationship between SP and JC

Source: Field survey, Frimpong (2019)

Therefore, given a high score on Job satisfaction, succession planning decreases its importance in explaining job commitment among non-academic senior members in University of Cape Coast. In other words, when employees' succession planning needs are not considered, employees who are naturally satisfied with their job are likely to display better job commitment. Put in another way, job satisfaction influence the effect of succession planning on non-academic senior members' tendency to be more or less committed to their job.

This inference holds, however, only when the interaction term (SP*JS) is found to be significant. To do so, the researcher run the bootstrapping procedure with 203 bootstrap cases, 5000 samples, using no sign changes option to conduct the significance test for the relationship between the interaction term (SP*JS) and JC. The result in Figure 10 yielded a *T*-statistics of 0.336 (for the path linking the interaction term and JC).

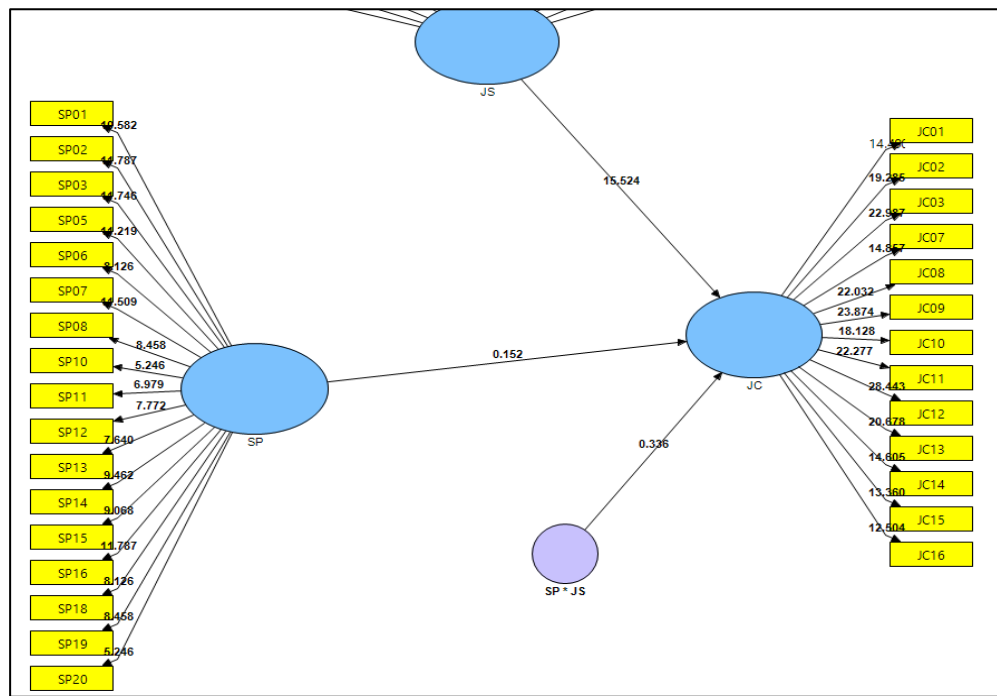


Figure 10: T-statistics of the moderating role of JS in the relationship between SP and JC

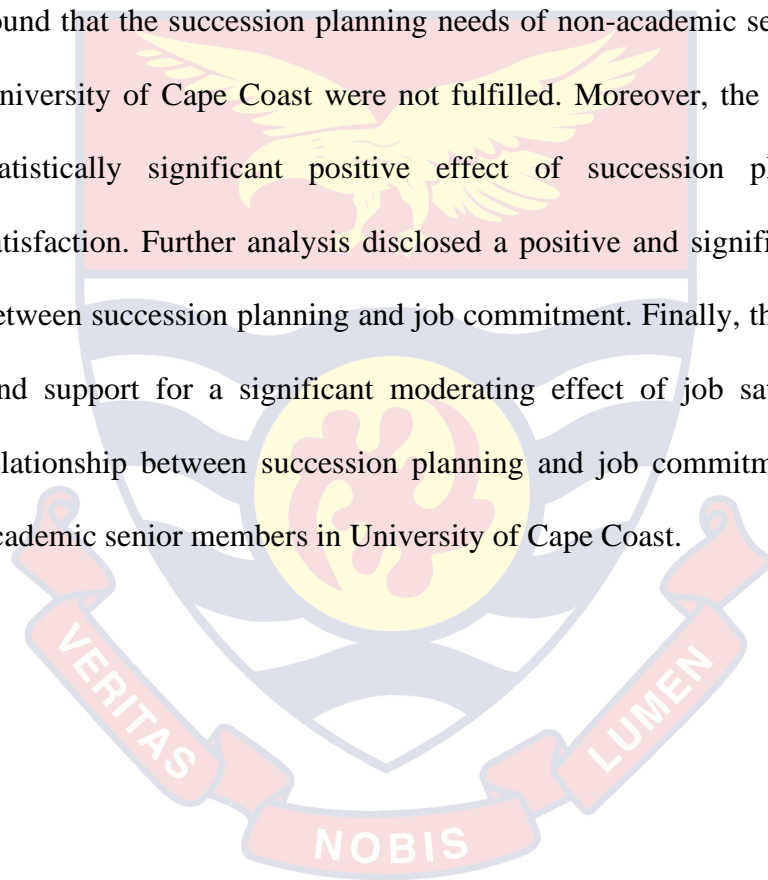
Source: Field survey, Frimpong (2019)

Therefore, the analyst did not find support for a significant moderating effect of job satisfaction (JS) on the relationship between SP and JC, since the *T*-statistics was lesser than 1.96 (5% significance level). This outcome disagrees with the study by Fadeyi, Kehinde and Nwachukwu (2018) in Nigeria, where the research discovered that job satisfaction successfully mediated the relationship between succession planning and job commitment

among the employees from three beverages companies in the manufacturing sector.

Chapter Summary

The present study sought to analyse the influence of succession planning on job commitment: Exploring the moderating role of job satisfaction among non-academic senior members in University of Cape Coast. The study found that the succession planning needs of non-academic senior members in University of Cape Coast were not fulfilled. Moreover, the study revealed a statistically significant positive effect of succession planning on job satisfaction. Further analysis disclosed a positive and significant relationship between succession planning and job commitment. Finally, the analyst did not find support for a significant moderating effect of job satisfaction on the relationship between succession planning and job commitment among non-academic senior members in University of Cape Coast.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summary, conclusions and recommendations of the study. The chapter is divided into four main segments. The first segment presents a summary of the study in three parts: the purpose of the study and research objectives; aspects of the methodology, namely research philosophy, research approach, research design, study design, study organisation, population, sampling procedure, sample size, data collection instrument, common method variance, pre-testing, reliability and validity of scales, data collection procedures, data processing and analysis, and ethical considerations; and the main findings of the study. The second segment highlights the various conclusions drawn from the main findings, and the third segment proffers a number of policy recommendations for addressing succession planning, job satisfaction and job commitment among non-academic senior members in University of Cape Coast. The final segment identifies areas for further research.

Summary

The purpose of this study was to succession planning and job commitment of non-academic senior members in University of Cape Coast: The moderating role of employees' job satisfaction. The objectives of the study were: to assess the extent to which non-academic senior members' succession planning needs are considered in University of Cape Coast; to examine the effect of succession planning on job satisfaction among non-academic senior members in University of Cape Coast; to assess the

relationship between succession planning and job commitment among non-academic senior members in University of Cape Coast; and to analyse the moderating role of job satisfaction on the relationship between succession planning and job commitment among non-academic senior members in University of Cape Coast. The study employed that positivist philosophical paradigm, quantitative research approach, explanatory research design, and cross-sectional study design.

The study setting was University of Cape Coast Cape Coast and the study subjects were non-academic senior members. The population of the study was 230 non-academic senior members (that is, all senior members except lecturers) at the university. A census was used to select all the members of the population, numbering 230 to serve as sample size for the study. However, 203 non-academic senior members responded to the questionnaire and those completed questionnaires were used for data analysis, hence a response rate of 88.26% was achieved. The non-response rate was 11.74%. Ethical considerations were voluntary participation, right to privacy, anonymity and confidentiality of information. A questionnaire was used as the sole instrument for data collection and the items on the questionnaire were sourced from prior studies in the field. The researcher checked for possible common method bias.

A pre-test was done prior to the main survey to fine-tune the questionnaire items and make them clearer and understandable so that participants do not have challenges during the main survey. Data collection lasted for three weeks from the day they were administered (5th May, 2019) to the day of retrieval (25th May, 2019). The data collected from the

questionnaire were analysed using IBM SPSS Statistics for windows, version 23 and Smart PLS software version 2.0M.3 by Ringle, Wende and Will (2005). The analytical tools employed in IBM SPSS were frequency table, mean, standard deviation, Kolmogorov-Smirnov test, and multiple regression analysis. PLS Algorithm and Bootstrapping Procedure were used as analytical tools in Smart PLS. Prior to analysing the research objectives of the study, a model refinery process was undertaken to ensure that the results become reliable and valid. A path coefficient was said to be significant if the *T*-statistics was larger than 1.96.

The main findings of the study were as follows:

1. The succession planning needs of non-academic senior members in University of Cape Coast were not fulfilled.
2. There exist a statistically significant positive effect of succession planning on job satisfaction.
3. There exist a positive and significant relationship between succession planning and job commitment.
4. The study did not find support for a significant moderating effect of job satisfaction on the relationship between succession planning and job commitment among non-academic senior members in University of Cape Coast.

Conclusions

The present study sought to analyse succession planning and job commitment of non-academic senior members in University of Cape Coast: The moderating role of employees' job satisfaction. The study concluded that less attention has been given to the succession planning needs of non-

academic senior members in University of Cape Coast. Moreover, the study settled that paying less attention to the succession planning needs of non-academic senior members could likely stifle their job satisfaction in University of Cape Coast. Similarly, paying less attention to the succession planning needs of non-academic senior members could possibly inhibit their tendency to be committed to their jobs. Finally, when employees' succession planning needs of non-academic senior members are not considered, employees who are naturally satisfied with their job are not likely to display better job commitment.

Recommendations

After analysing succession planning and job commitment of non-academic senior members in University of Cape Coast: The moderating role of employees' job satisfaction, it was appropriate to make recommendations to improve the existing situation, and they were stated below:

1. The study appeals to the human resource directorate of University of Cape Coast to consider paying much attention to the succession planning needs of non-academic senior members working in the university.
2. Fulfilling the succession planning needs of non-academic members is paramount, as it could make employee satisfaction and commitment to their jobs.

Suggestion for Future Research

Future research should consider moderating the role of demographic characteristics, such as sex, age, level of education, and organisational tenure on the linkage between succession planning and job commitment.



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APPENDIX

Appendix A: Questionnaire for non-academic members in UCC Succession Planning and Job Commitment of Non-Academic Senior Members in University of Cape Coast: The Moderating Role of Employee's Job Satisfaction

Dear Respondent,

My name is Millicent Serwaa Frimpong, a Master of Commerce student at the Department of Human Resource Management, School of Business, University of Cape Coast. This study forms part of the requirement for the award of my Master of Commerce Degree in Human Resource Management and it seeks to *analyse succession planning and job commitment of non-academic senior members in University of Cape Coast: The moderating role of employee's job satisfaction.*

I am writing to ask for your help with my research. I would be grateful if you could spare about 45 minutes of your time to answer these questions for the research, with all honesty. There is no right or wrong answer. Your questionnaire is strictly anonymous and will only be read and used by myself. Participation is voluntary. In the event that anything is published from this research, no information supplied will be identifiable to you since only aggregated data will be reported in this study.

It is expected that the findings of this research will have implications for the well-being of non-academic senior members through policy formulation and management support at University of Cape Coast. I would be very grateful if I could get the completed questionnaire within a week. If you need any

clarification on this questionnaire, its nature or its purpose, or you wish to be informed on the results of the study, do not hesitate to contact me on 024-021-3901 or email: mserwaafrimpong@yahoo.com. Thank you for your valuable time and input.

Questionnaire

Section A: Succession Planning

Succession planning is an elaborate, integrated, and systematic approach for identifying and developing high potentials or talent pools intended for enabling the organisations to have a list of adequately prepared candidates to fill key positions in the organisation whenever vacancies occur.

Please indicate your *level of agreement* with each of the following statements that relate to succession planning in your organisation, by **ticking** the appropriate number, on the scale: *1=least agreement, 2=less agreement, 3=little agreement, 4=moderate agreement, 5=strong agreement, 6=stronger agreement, 7=strongest agreement.*

Succession Planning								
SP01	In my organisation, succession planning puts into consideration all key positions.	1	2	3	4	5	6	7
SP02	In my organisation, performance appraisals are always conducted annually.	1	2	3	4	5	6	7
SP03	Job rotation is well implemented across all departments in my organisation.	1	2	3	4	5	6	7
SP04	In my organisation, rewards are given to all employees without any form of	1	2	3	4	5	6	7

	discrimination.							
SP05	Bonuses and incentives are benefits given to all employees in my organisation based on their performance.	1	2	3	4	5	6	7
SP06	In my organisation, management supports employees who wish to advance in their careers through the Education Policy and sponsorships for training.	1	2	3	4	5	6	7
SP07	In my organisation, employee career paths are clearly defined and are available from the human resource department.	1	2	3	4	5	6	7
SP08	In my organisation, every year employees are always given feedback about their talent reviews.	1	2	3	4	5	6	7
SP09	In my organisation, training and development opportunities are available to all employees.	1	2	3	4	5	6	7
SP10	In my organisation, it is evident that managers and supervisors have effective management and leadership skills.	1	2	3	4	5	6	7
SP11	In my organisation, mentoring and coaching is well practiced by most managers and supervisors.	1	2	3	4	5	6	7
SP12	In my organisation, there are opportunities for employees to continuously improve their skills.	1	2	3	4	5	6	7

SP13	In my organisation, succession planning is strictly considered for top level management.	1	2	3	4	5	6	7
SP14	In my organisation, employees are usually recruited from diverse demographic backgrounds.	1	2	3	4	5	6	7
SP15	In my organisation, the succession plan encourages promotion from within strictly based on merit.	1	2	3	4	5	6	7
SP16	In my organisation, rewards are always given to talented employees.	1	2	3	4	5	6	7
SP17	In my organisation, any changes in human resource policies are communicated to all employees.	1	2	3	4	5	6	7
SP18	Talented employees are always attracted to join my organisation due to its good reputation in retaining talent.	1	2	3	4	5	6	7
SP19	In my organisation, we have an “open door policy” which enables smooth communication between management and employees.	1	2	3	4	5	6	7
SP20	In my organisation, employees are internally offered internship opportunities so as to assist them advance their careers.	1	2	3	4	5	6	7

Section B: Job Satisfaction

Job satisfaction is simply how a person feels about his/her job and different aspects of work.

Please indicate your *level of acceptance* to each of the following statements that relate to job satisfaction in your organisation, by **circling** the appropriate number, on the scale: *1=least acceptance, 2=less acceptance, 3=little acceptance, 4=moderate acceptance, 5=strong acceptance, 6=stronger acceptance, 7=strongest acceptance.*

<i>Job satisfaction</i>								
<i>On my present job, ...</i>								
JS01	I am able to keep busy all the time.	1	2	3	4	5	6	7
JS02	I have the chance to work alone on the job.	1	2	3	4	5	6	7
JS03	I have the chance to do different things from time to time.	1	2	3	4	5	6	7
JS04	I don't have the chance to be 'somebody' in the community.(R)	1	2	3	4	5	6	7
JS05	I am satisfied in the way my boss handles his/her workers.	1	2	3	4	5	6	7
JS06	I am satisfied in the competence of my supervisor in making decisions.	1	2	3	4	5	6	7
JS07	I am able to do things that don't go against my conscience.	1	2	3	4	5	6	7
JS08	I am satisfied in the way my job provides for steady employment.	1	2	3	4	5	6	7

JS09	I have the chance to do things for other people.	1	2	3	4	5	6	7
JS10	I have the chance to tell people what to do.	1	2	3	4	5	6	7
JS11	I have the chance to do something that makes use of my abilities.	1	2	3	4	5	6	7
JS12	I am not satisfied in the way company policies are put into practice.(R)	1	2	3	4	5	6	7
JS13	I am satisfied with my pay and the amount of work I do.	1	2	3	4	5	6	7
JS14	I have the chance for career advancement in my job.	1	2	3	4	5	6	7
JS15	I have the freedom to use my own judgment.	1	2	3	4	5	6	7
JS16	I have the chance to try my own methods of doing the job.	1	2	3	4	5	6	7
JS17	I am satisfied with the working conditions.	1	2	3	4	5	6	7
JS18	I am satisfied in the way my co-workers get along with each other.	1	2	3	4	5	6	7
JS19	I am satisfied with the praise I get for doing a good job.	1	2	3	4	5	6	7
JS20	I am satisfied with the feeling of accomplishment I get.	1	2	3	4	5	6	7

Section C: Job Commitment

Job commitment is a strong desire to remain a member of a particular organisation, the desire to strive at what the organisation desire and certain beliefs and acceptance of value and purpose of the organisation.

Please indicate your *level of agreement* with each of the following statements that relate to job commitment in your organisation, by **ticking** the appropriate number, on the scale: *1=least agreement, 2=less agreement, 3=little agreement, 4=moderate agreement, 5=strong agreement, 6=stronger agreement, 7=strongest agreement.*

<i>Employee affective commitment</i>								
<i>On my present job, ...</i>								
JC01	I am very happy being a member of this organisation.	1	2	3	4	5	6	7
JC02	I enjoy discussing about this organisation with people outside it.	1	2	3	4	5	6	7
JC03	I really feel as if the organisation’s problems are my own.	1	2	3	4	5	6	7
JC04	I think that I could easily become attached to another organisation as I am to this one. (R)	1	2	3	4	5	6	7
JC05	I do not feel like ‘part of the family’ at this organisation. (R)	1	2	3	4	5	6	7
JC06	I do not feel ‘emotionally attached’ to this organisation.(R)	1	2	3	4	5	6	7
JC07	This organisation has a great deal of personal	1	2	3	4	5	6	7

	meaning for me.							
<i>Employee continuance commitment</i>								
JC08	I worry about the loss of investments I have made in this organisation.	1	2	3	4	5	6	7
JC09	If I wasn't a member of this organisation, I would be sad because my life would be disrupted.	1	2	3	4	5	6	7
JC10	I am loyal to this organisation because I have invested a lot in it, emotionally, socially, and economically.	1	2	3	4	5	6	7
JC11	I often feel anxious about what I have to lose with this organisation.	1	2	3	4	5	6	7
JC12	Sometimes, I worry about what might happen if something was to happen to this organisation and I was no longer a member.	1	2	3	4	5	6	7
JC13	I am dedicated to this organisation because I fear what I have to lose in it.	1	2	3	4	5	6	7
<i>Employee normative commitment</i>								
JC14	I feel that I owe this organisation quite a bit because of what it has done for me.	1	2	3	4	5	6	7
JC15	This organisation deserves my loyalty because of its treatment towards me.	1	2	3	4	5	6	7
JC16	I feel I would be letting my co-workers down if I wasn't a member of this organisation.	1	2	3	4	5	6	7
JC17	I am loyal to this organisation because my	1	2	3	4	5	6	7

	values are largely its values.							
JC18	This organisation has a mission that I believe in and am committed to.	1	2	3	4	5	6	7
JC19	I feel it is 'morally correct' to dedicate myself to this organisation.	1	2	3	4	5	6	7

Section D: Demographic Characteristics

GEN1. Sex: a. Male b. Female

GEN2. Age in years: _____

GEN3. Level of education: a. Diploma b. Bachelors c. Masters

d. Doctorate d. Other (s)

GEN4. How many years have you worked in your organisation? _____

