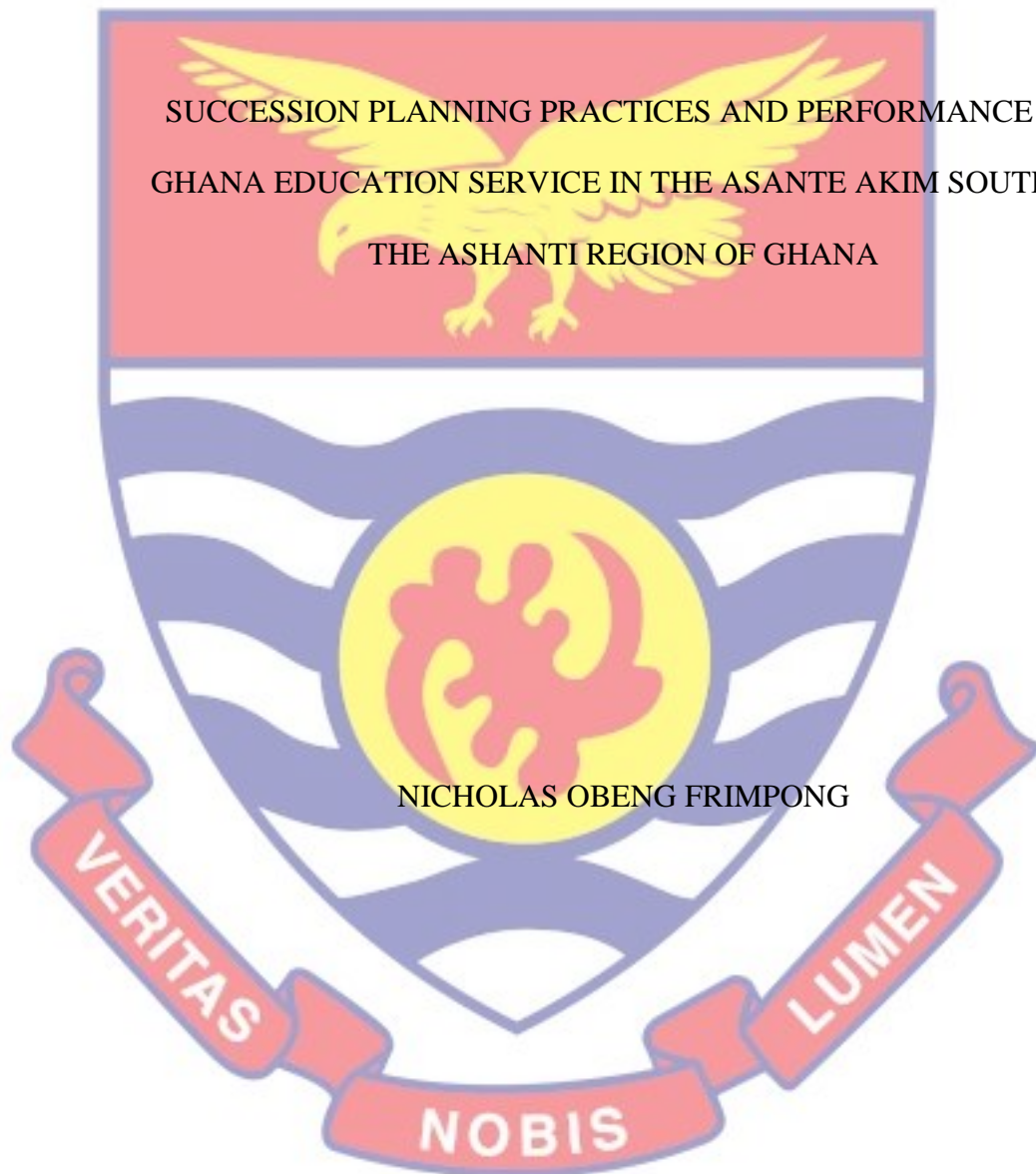


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SUCCESSION PLANNING PRACTICES AND PERFORMANCE OF  
GHANA EDUCATION SERVICE IN THE ASANTE AKIM SOUTH IN  
THE ASHANTI REGION OF GHANA

BY

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Dissertation submitted to the Department of Human Resource Management,  
School of Business, College of Humanities and Legal Studies, University of  
Cape Coast, in Partial Fulfilment of the requirement for the Award of Master  
of Business Administration degree in Human Resource Management.

NOBIS

AUGUST 2022

## DECLARATION

### Candidate's Declaration

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

Candidate's Signature: ..... Date: .....

Name: Nicholas Obeng Frimpong

### Supervisors' Declaration

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

Supervisor's Signature: ..... Date: .....

Dr. Felix Kwame Opoku

## ABSTRACT

The strategies a firm takes to fill its most crucial senior roles are referred to as succession planning. These positions may be created as a result of death, retirement, transfer, resignations, etc. of an employee. Companies have suffered significantly in the majority of Sub-Saharan African nations, particularly Ghana, due to the absence of a clear succession plan for management and important roles. This study was conducted to assess the effect of succession planning practices on the performance of Ghana Education Service in the Asante Akim South in the Ashanti Region of Ghana. The research utilised a quantitative research technique, an explanatory research design, and the positivist philosophical paradigm. Based on the population size, a sample size of 212 participated in the study through a convenience sampling technique. The structured questionnaire was used to gather data from the respondents. The objectives were measured using the regression analysis. The result s shows that supervisor support had positive effect on the performance of Ghana education service in the Asante Akim South District in the Ashanti Region of Ghana. Also, both organisational commitment and career development had positive effect on the performance of Ghana education service in the Asante Akim South District in the Ashanti Region of Ghana. The study recommends to the management of Ghana education service in the Asante Akim South District in the Ashanti Region of Ghana to continue with the good practices of succession planning.



## KEY WORDS

Succession Planning

Firm Performance

Ghana Education Service

Supervisor Support

Organisational Commitment

Career Development



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## DEDICATION

To the Lord Almighty God



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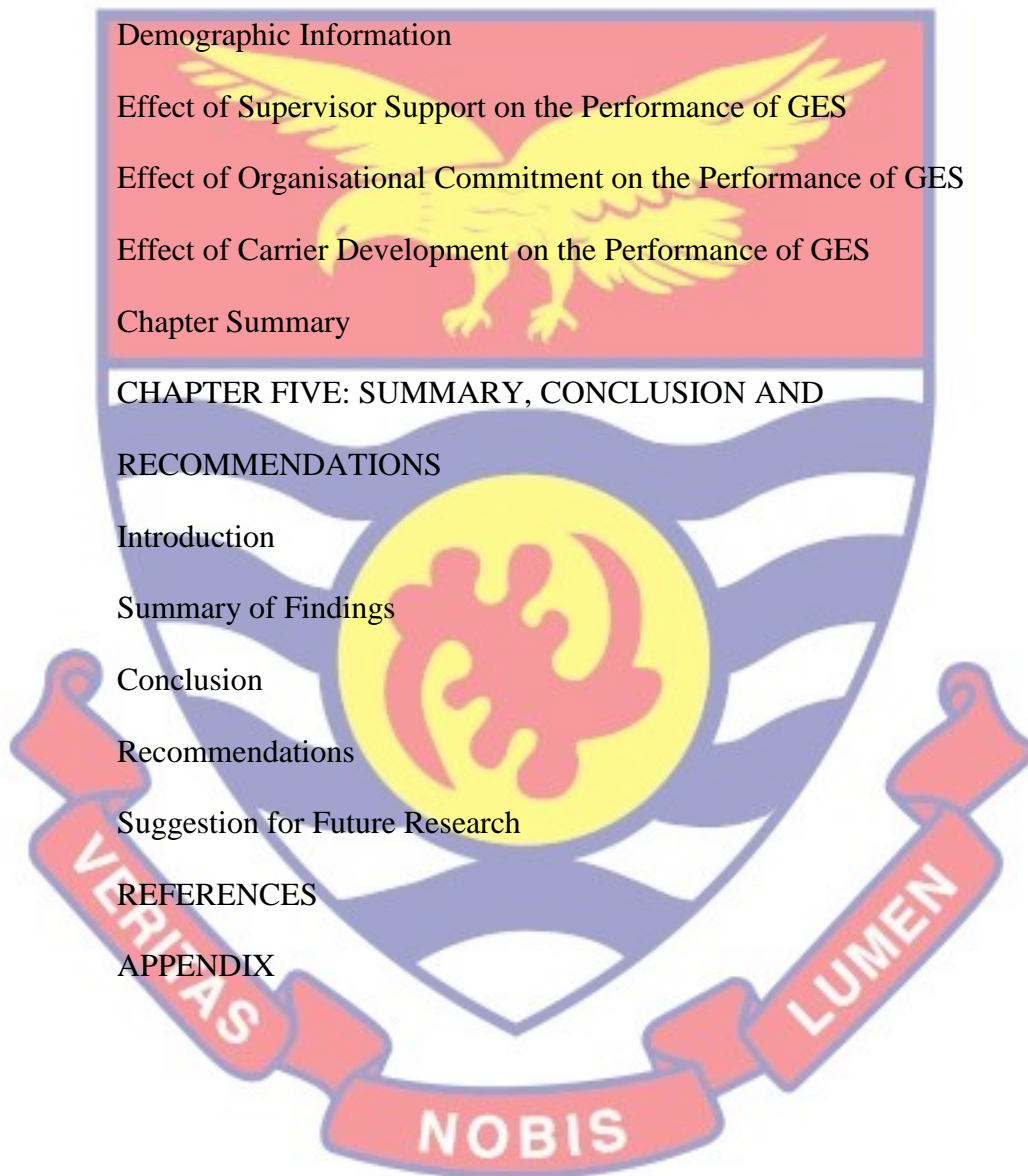
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## CHAPTER ONE

### INTRODUCTION

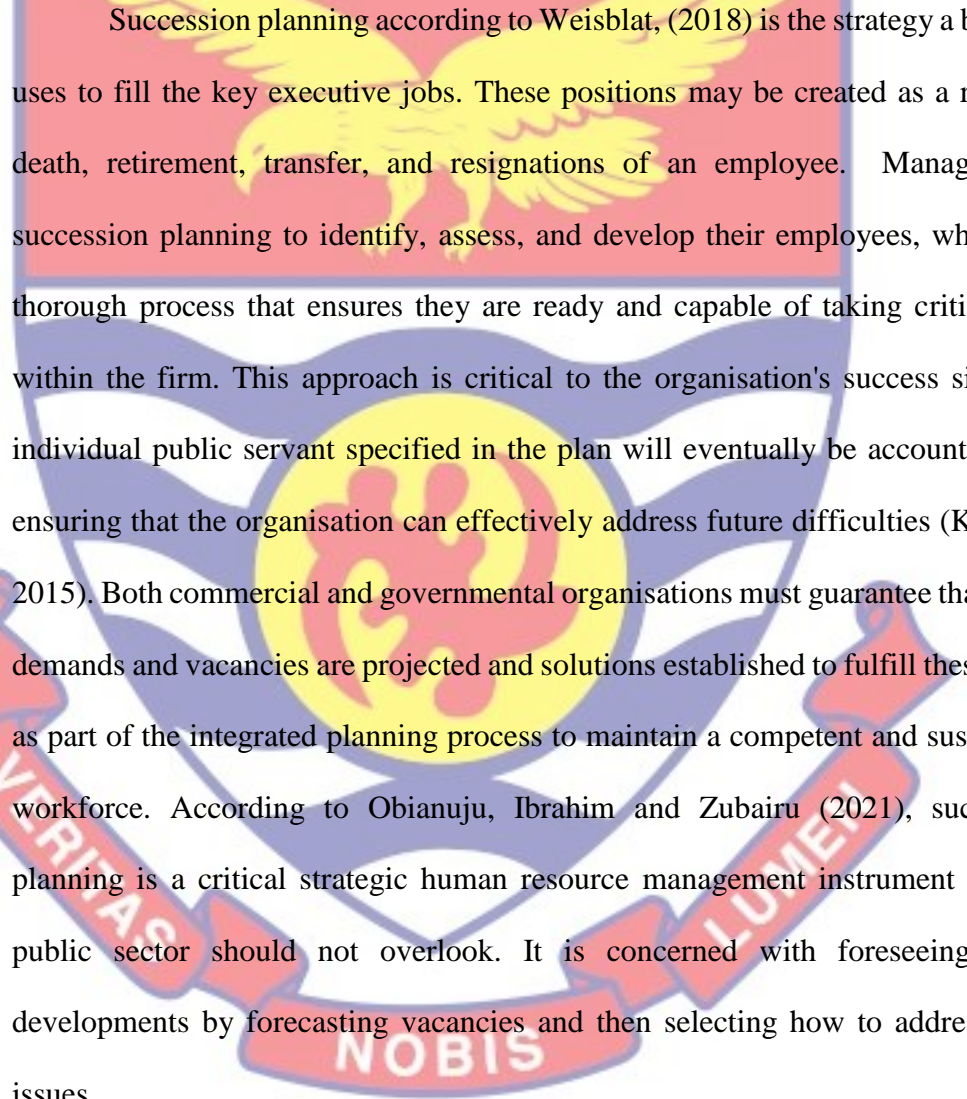
#### Introduction

The comprehensive, integrated, and systematic method of identifying and nurturing high potentials or talent pools is called succession planning. It gives organisations a list of applicants who are appropriately suited to fill key positions in their organisation whenever openings occur (Berke, 2005). To ensure that employees give their best at work to improve firm performance, it is important to address these drivers of succession planning practices in the organisation to pass on leadership roles mostly, the ownership of an organisation to a group or association of employees. According to the Social Exchange Theory, which proposes that when an organisation invests in the development of their employees, those employees will return investment by working to attain the individual and corporate objective as part of the social exchange process, the purpose of this study was predicated on the premise that the Social Exchange Theory is accurate.

#### Background to the Study

Globally majority of organisation has been affected by leadership retirement and resignation. This has called on the attention of the managers as to whether to fill the vacancies created by resignation, retirement, promotion, creation of the new position, new assignment or death, etc. with internal or external employees. Even if the Human Resource managers have decided to fill these vacancies with insiders, the challenges are whether or not we have installed well-groomed employees to take up the responsibilities. Regardless of how great your

workplace is and how much you spend in your workers' well-being and work-life balance, some level of staff turnover is unavoidable. Employees leave their companies for a variety of personal and professional reasons, many of which are hard to forecast and plan for (Prempeh, 2019). The subject of succession planning arises as a result of this.



Succession planning according to Weisblat, (2018) is the strategy a business uses to fill the key executive jobs. These positions may be created as a result of death, retirement, transfer, and resignations of an employee. Managers use succession planning to identify, assess, and develop their employees, which is a thorough process that ensures they are ready and capable of taking critical jobs within the firm. This approach is critical to the organisation's success since the individual public servant specified in the plan will eventually be accountable for ensuring that the organisation can effectively address future difficulties (Katsriku, 2015). Both commercial and governmental organisations must guarantee that future demands and vacancies are projected and solutions established to fulfill these needs as part of the integrated planning process to maintain a competent and sustainable workforce. According to Obianuju, Ibrahim and Zubairu (2021), succession planning is a critical strategic human resource management instrument that the public sector should not overlook. It is concerned with foreseeing future developments by forecasting vacancies and then selecting how to address these issues.

Historically, the organisation deliberated about replacing key personnel immediately before they left (Rothwell, 2011). Organisations frequently made the error of replacing personnel rather than developing them. Furthermore, other issues

arise as a result of the replacement process. In many circumstances, for example, it is difficult to identify the ideal staff for a new opening in a short period. Furthermore, if firms are unable to discover a suitable person within their organisation, they must employ him/her from outside, which increases the organisation's costs (Williams, 2014). Over time, organisations have recognised that their future managers and leaders may be found within their ranks. They also learn that using tools like succession planning may help them feel more confidence in their ability to fulfill the demands of their future potential (Ali & Mehreen, 2019). The importance of succession planning cannot be overstated in the realm of human resource management. Many studies are concerned with discovering techniques for building talent management programs and identifying key features of succession planning programs (Wilson, 2018). However, formal succession planning methods were first used in the late 1960s and early 1970s, when forward-thinking organisations introduced them (Karimi, Shahin & Shaemi Barzoki, 2018).

### **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 (Phillippy, 2019). Yet, Ali and Mehreen (2019), 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 (Obianuju, Ibrahim & Zubairu, 2021).

Organisations that do not have succession planning plans suffer a significant loss, while those that do have them reap advantages for both the company and a specific employee. According to Phillippy (2019), deferring succession planning till a significant person has gone, such as a CEO or chairman, would cause a loss of trust among stakeholders and investors, as well as negative consequences for the company's brand. Furthermore, the costs and anguish of failing to implement a succession approach are substantial. In the absence of a competent succession planning program, for example, organisations face the stress of trying to find successors when important contributors leave. Furthermore, the lack of it has a significant cost impact on the organisation as a result of new hands being hired (Aravena, 2022).

Companies in the majority of Sub-Saharan African nations have suffered severely owing to a lack of a good succession plan for management and crucial roles. This has led to a leadership vacuum in many of these organisations. During a recent study assignment, it was found that the majority of organisations do not have a succession plan that is operational to (Erasmus, 2019). This has resulted in a variety of various circumstances. One of the most important aspects of running a company is succession planning. This indicates that it is crucial to create a talent pool of potential successors for the long term in order to assure continuity of leadership in the face of difficulties such a shortage of trained personnel (Akinyi, 2017). A recent poll by Christian and non-governmental organisations in Kenya found that every organisation at every level will experience the loss of a critical or



high-performing employee for a variety of reasons, including family, promotions, external calls, retirements, and even untimely death (Akinyi, 2017).

The notion of succession planning which is gaining in popularity, refers to the process by which concerned management plans actively for the replacement of such staff. According to Aravena (2022), the most important factor in prudent succession management is forward thinking as an essential management idea and practise. The office of the special prosecutor in Ghana is now vacant as a result of the special prosecutor's recent departure from the country. To be more explicit, there is a difficulty with succession planning in the public service as well as in the education sector. According to Tindi (2008), the process of succession planning has been neglected for a significant amount of time. The selection of applicants for major roles has been plagued by a number of issues, including, but not limited to, favouritism based on race and ethnicity, political influence, and nepotism.

There has been a dearth of succession planning in the public sector. Politicians affected the Director's General Office, which campaigned for appropriate succession plans to avoid situations where Ghana education service personnel were denied advancement. If a position in Ghana's education sector is kept unfilled for a long time, it would impede work performance since they will not have a competent person on hand owing to inadequate succession planning (Woodacre, 2013). It is against this backdrop that the researcher is studying succession planning and firm performance of GES in the Asante Akim South District of Ghana.

Planning for one's organisation's future leadership is an essential component of good management practise that paves the way for more fruitful and productive

pursuit of organisational goals and objectives. The present situation in the majority of Ghanaian organisations, including both the commercial sector and the public service, is that this component has been overlooked. This is demonstrated by the fact that sometimes managers are appointed based on political considerations, whether those considerations pertain to the politics of the organisation or the governance of the organisation. Furthermore, in most cases, these managers come from fields that are unrelated to the organisations that they are meant to manage, which is an example of the proverb putting square pegs in round holes.

Determining who should be promoted within Ghana's education service in the Asante Akim South District requires overcoming stereotypes and keeping staff morale high. This presents a challenge for succession planning. Even while a person may be great at the level or position, they currently hold, this does not necessarily guarantee that they possess the skills or attributes essential to advance to a higher rung on the career ladder. Because no one wants to have the feeling that they have been duped or that they have lost their motivation, there is a strong desire to reward loyalty or great performance with a promotion. If you manage things correctly, you may be able to put the appropriate person in the right position without causing any inconvenience to the other prospects you have.

People, including human resources directors and chief executive officers, take comfort in the familiar. Some males have a natural inclination to be attracted to other men, and some women have a natural inclination to be attracted to other women. It's possible that the desire to choose a candidate who satisfies a certain stereotype will take priority over rational, ability-based thought. If you prepare ahead and describe the characteristics that are required in a successor, you will be

able to recruit the individual who has the most impressive talents (regardless of their age, gender, or background). One of the negative outcomes of succession is a negative impact on employee morale and poor organisational performance among Ghana Education Service employees.

At some point or another, everyone worries about reaching retirement age or being laid off. In addition, the taboo that surrounds discussing retirement in any form can prevent open conversation and put at jeopardy the significance that organisations place on succession planning. The process of succession planning needs to be straightforward and uncomplicated in order for it to be useful. Every organisation ought to hold a public discussion on who will assume the helm of the firm in the years to come. One possible solution to this conundrum would be to begin the process of succession planning as soon as possible, with the goal of identifying eligible candidates, and then to schedule necessary learning and development courses in advance.

Several studies have been conducted to investigate the effects that succession planning has on the performance of organisations. According to the findings of Odhiambo, Njanja and Zakayo (2014), who conducted research into how different succession planning practises affect the overall effectiveness of an organisation's performance of Ghanaian non-governmental organisations, succession planning has a sizeable impact on the operations of an organisation's internal departments and makes a sizeable contribution to the expansion of the institution as a whole. This highlights how important it is for an organisation's strategic purpose to be aligned with the succession planning process. Akinyi (2017) conducted research to determine the effect that succession planning practises had



on the overall performance of a number of non-governmental organisations providing health services in the Winam Division of Kisumu County, Kenya. He came to the conclusion that there is a substantial connection between the performance of health service NGOs in Winam Division and the career development and planning of their human resources. In addition, Akinyi (2017) discovered that there was a positive association between these three criteria and the performance of health care NGOs in Kisumu County. The study was conducted in Kenya.

Tetteh (2015) also performed research on succession planning, employee retention, and the efficacy of organisations across a number of Ghanaian businesses. He discovered that succession planning has a significant influence on the performance of organisations. There have been very few studies conducted on succession planning techniques such as human resource planning, career development, and performance management and how they impact the performance of organisations, notably in the Asante Akim south area of Ghana. The study, therefore, sought to fill this gap by assessing how succession planning practices affect organisational performance concerning Ghana's education service in the Asante Akim south district.

### **Objectives of the Study**

The main objective of the study is to assess succession planning practices and the performance of Ghana's education service in the Asante Akim South District in the Ashanti Region of Ghana. The study was therefore guided by the following specific objectives



- i. To examine the effect of supervisor support on performance of GES
- ii. To assess the effect of organisational commitment on performance of GES
- iii. To assess the effect of career development on performance of GES

### **Research Question**

To achieve the overall purpose of the study and for that matter, the specific research objectives were asked;

1. What is the effect of supervisor support on performance of GES?
2. What is the effect of organisational commitment on performance of GES?
3. What is the effect of career development on performance of GES?

### **Significance of the Study**

The study would assist the Ghana education service to maintain high performance through focusing on effective succession planning practices. The study will assist human resource managers in the organisations to implement prudent human resource strategies which will contribute to high firm performance. The findings of the study will, once again, provide the human resource department of the Ghana education service with a broad knowledge of how they can effectively achieve high performance through succession planning of GES in the Asante Akim South District.

It will be of assistance in the creation of new theories and will contribute to the bank's current knowledge regarding HR procedures. The results might also be of interest to other academics and students of human resource management, who could utilise them for research and academic reasons. The results of the research

will, once again, give information that will be used to come up with new methods of improving succession planning to the managers and other stakeholders in organisations. This information will be utilised to come up with new ways of enhancing succession planning.

### **Delimitations**

Spitzmüller and Warnke (2011) define delimitations as features that allow the researcher to define the study's boundaries and scope. The population included the total number of permanent teaching staffs of GES. The target population consist of teaching staffs of Ghana Education Service in the Asante Akim South district.

### **Limitations**

In all investigations, the method used is accompanied by a number of flaws, each of which has the potential to influence the results of the study. The method of quantitative research was used for this study; hence, the results of the study might be impacted if the target population was not accurately represented. The fact that the research was limited to permanent workers of the Ghana Education Service in Asante Akim South, a single organisation, ensures that the findings of the study will primarily be relevant to this particular jurisdiction. In addition, the study uses closed-ended Likert-type scale statements, which limit how much detail respondents may offer on the study's major factors.

In addition, the data that are going to be collected are going to come from self-reported inventories, which means that the honesty of the responses that are going to be given by the non-academic senior members in terms of succession

planning, job autonomy, work engagement, career development, supervisor support, talent retention, and job commitment may be called into question. In addition, the use of questionnaires makes it impossible to exercise complete control over the environment (the respondents), which could have an impact on the results of the research. This is due to the fact that, in most cases, replies are dependent on the circumstances that respondents were experiencing at the time that surveys were being given to them. As a consequence of this, their replies could be impacted by the circumstances in which they find themselves, which might ultimately have an effect on the conclusions of the research. In addition, since data are gathered at a single moment in time (a method known as cross-sectional), any processes or shifts that may have taken place during the course of the period are not taken into account.

### **Definition of Terms**

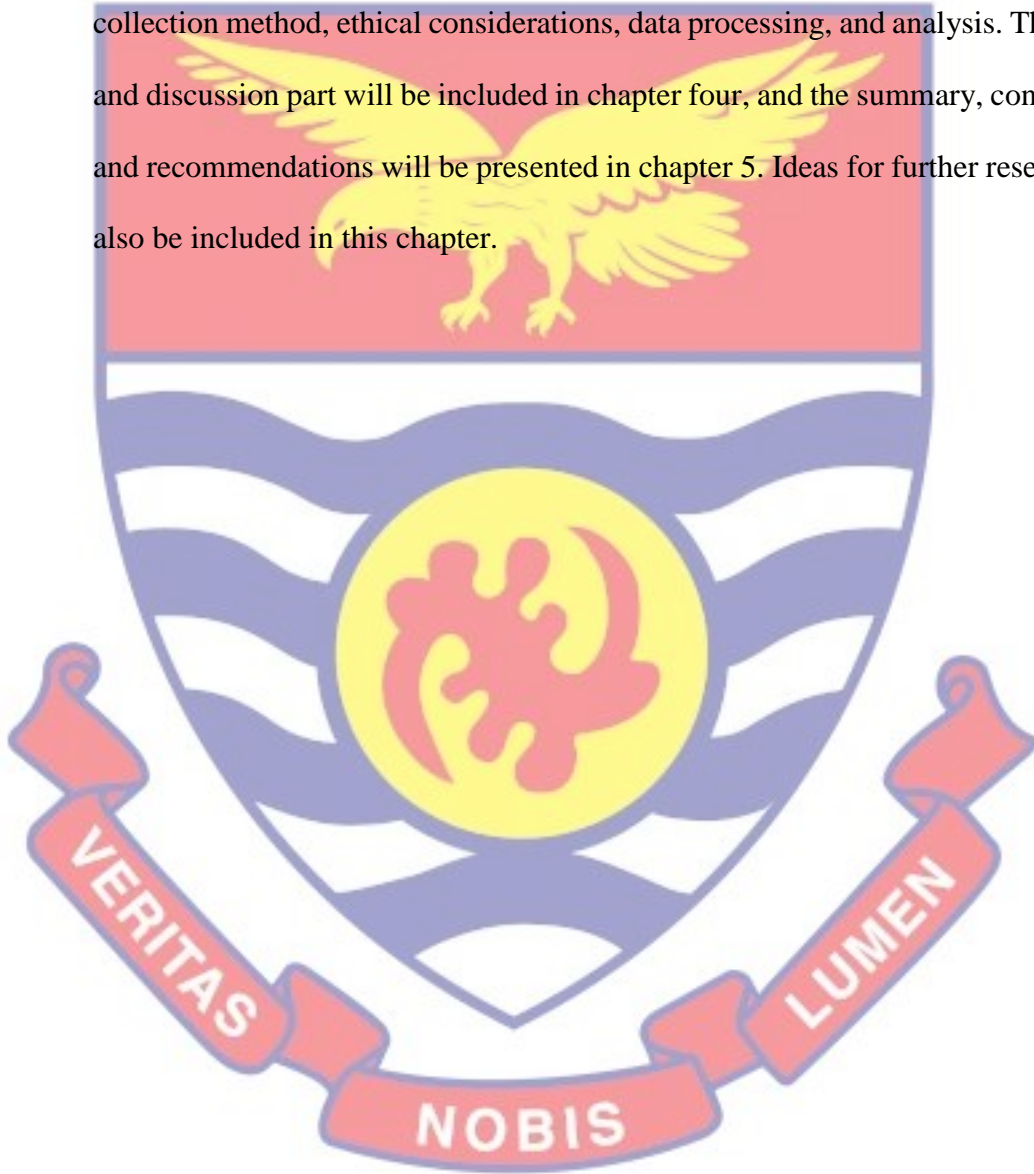
Succession planning is an intricate, integrated, and systematic strategy to identify and nurture high potentials or talent pools to provide organisations with a list of suitably qualified candidates to fill important roles whenever gaps arise (Becke, 2005).

According to Georgopoulos and Tannenbaum (1957), Organisational performance refers to the extent to which organisations, as social systems, achieved their goals.

### **Organisation of the Study**

The study is organised into five chapters. The introduction, explanation of the problem, research objectives, research questions, importance of the study, scope

of the investigation, delimitations and restrictions, and study organisation are all presented in chapter one. The second chapter of the research included a discussion of the literature review component. The third chapter will cover research methods, including research design, population, sampling method, data collection tool, data collection method, ethical considerations, data processing, and analysis. The results and discussion part will be included in chapter four, and the summary, conclusions, and recommendations will be presented in chapter 5. Ideas for further research will also be included in this chapter.





## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This chapter pursues to review relevant literature on succession planning practices on firm performance using the Social Exchange Theory as the basis for the theoretical review. In detail, it captures the meaning of succession planning, job autonomy, work engagement, career development, supervisor support, talent retention, job commitment, performance theoretical reviews, conceptual issues, empirical reviews on succession planning, conceptual framework, and summary of chapter.

#### Theoretical Review

Because of the nature of this study, which is explanatory in design and quantitative in method, it is necessary to back it up with relevant theory that may help create hypotheses. This is to direct the conclusion to that effect at the completion of the data analysis in terms of the study objectives and hypothesis. The selection of the right theory for defining and understanding succession planning creates puzzling problems for researchers (Shrouf, Al-Qudah, Khawaldeh, Obeidat, & Rawashdeh, 2019). A theory is an interrelated concept of definitions and suggestions that are advanced to explain and predict a phenomenon.

#### Social Exchange Theory

Social Exchange theory is deeply rooted in managerial psychology and defines social change as a series of cooperating trades between two parties. Within

cooperatives, the normative standards of reciprocity interactions underpin social exchange theory (Cropanzano, Dasborough, & Weiss, 2017). As a theoretical foundation for correlating leadership effect on employee behaviour, social exchange theory has been widely used (Blau, 2017). This study, which is based on the social exchange theory, explores the link between succession planning methods and business performance. Specifically, this study looks at the correlation between the two. It was believed that if businesses made an investment in their employees, those employees would likely provide a favourable response to the interests of the businesses (investments).

Firms invest in employment relationships by giving succession possibilities and resources to employees, and employees reciprocate by putting up their best efforts to achieve organisational goals. To put it another way, such organisational employment ties impose a moral obligation on employees to return the businesses' investment while supporting the achievement of the businesses' goals (Kuvaas, Buch, Dysvik & Haerem, 2012). Workers can repay these companies' investments by committing to higher organisational goals and developing necessary capabilities. Firms invest in their personnel to suit their needs.

One of the key goals is to improve employee performance that in effect increases firm performance with a certain degree of knowledge, ability, and skills. As a result, organisations may view workers to reciprocate while putting up their best efforts to attain organisational goals by utilizing succession planning as a leadership growth approach. Another major concern for the sector is to safeguard the development of future leaders with the skills required for roles crucial to long-term individual and firm performance.

According to the social exchange theory, succession planning affects how employees see their own growth as a social exchange and will also have an impact on other employee behaviours, including performance. The model used in this work has a solid theoretical basis thanks to social exchange theory. According to the study, when employers engage in their workforce, the latter will repay the favour by devoting their efforts to advancing organisational objectives. To put it another way, when companies provide their workers succession planning, such employees will rise within the organisation, enhancing both personal and organisational performance. The research finds that the relationship between succession planning and individual performance, which is a social exchange process, is accounted for by career development and performance assessment. In this way, the researcher contributes to the literature on performance and succession management by including social exchange theory.

### **Concept of Succession Planning**

Succession planning is a proactive method used in organisations to guarantee that eligible individuals are always identified and ready to assume leadership roles when a vacancy develops (Abdullahi, Raman & Solarin, 2021). Even though the business sector has adopted the concept and methodology of succession planning, university and college administrations have frequently ignored it of Ghana's education service is not the exception. Universities and colleges are considered functioning businesses; as a result, they should execute succession planning to assure the credibility of teaching future leaders, planning for



future leadership needs, and assuring continued organisational leadership (Prempeh, 2019).

According to Olatunji, Kehinde and Nwachukwu (2017), succession planning is the process of ensuring that every level of leadership has access to a broad pool of excellent performers, both now and in the future, by adding high-performing persons to the pipeline. According to this theory, if you invest in building a strong management pipeline, your organisation's performance will benefit in the long run. For this reason, Pepper (2016) claim that succession planning is a “transformational stage” in which organisation analyses the future may be challenged by Charan's approach, which also has a forward-looking focus. Succession planning is an effort to identify and prepare potential successors for an open post (Garman & Glawe, 2021). Even if this explanation gets to the idea, it falls short of the description of Charan in terms of futuristic fervour and strength.

Since 67% of organisations lack a succession plan and 45% lack an executive design strategy Johnson (2017), stated that a succession formation programme may help address the situation (Khumalo, & Harris, 2018). Succession planning is alternatively used by some authors as an aspect of the generational processes that make it possible for qualified employees to take significant executive positions as soon as they are vacant (Karimi, Shahin & Shaemi Barzoki, 2018). There is the need to distinguish them from replacement planning, even though they are compatible and frequently overlap in the sense that replacement planning is a type of risk management and serves as the catalyst for activities that would eventually lead to succession planning and human management programs (Rothwell, 2020). Both study and experience in the areas of business and



management have revealed a rising concern in relating strategic management of an organisation's resources to its success.

### **Succession Planning Practices**

Every firm should plan to cope with leadership transitions, especially since this year has seen a record number of management rotations. However, without the correct method in place, leadership transitions may put firms in jeopardy, from stock prices to staff feeling apprehensive about the continuous changes. For the purpose of this study, the researcher upon numerous reviews of literatures and enquiry, three succession planning practices were used. They are supervisor support, organisational commitment and carrier development. Explanation on each of them has been provided below;

#### **Supervisor Support**

Employees' perception of their employer's concern for them, appreciation for their work, and overall encouragement is a measure of what is known as organisational support (Tillson, 2022). The emotions of subordinates may be effectively managed by the organisation's bosses. Keeping employees' feelings in check is a crucial aspect of keeping their loyalty to the company in check. Since employees serve as the organisation's agents, management is directly responsible for directing, evaluating, and motivating them. High levels of supervisor support have been shown to lessen employee fatigue and resignation desires (Neefe, 2019). According to research conducted by Gudewich (2012), employee happiness and intent to leave are best predicted by feeling valued by the company.

A complex performance system can exist in a corporation, but it must be backed by line managers or supervisors who implement succession planning (Khoreva, 2016). Employees may not grasp all parts of the performance system that the organisation creates or implements. This is especially true for personnel in developing countries, who are typically less educated than those in rich countries. As a result, organisation support may be critical in assisting employees in completely comprehending the substance of the performance system (Johnson, Pepper, Adkins & Emejom, 2018).

### **Organisational Commitment**

Organisational commitment is a willingness to give one's best and greatest efforts and potential for the company's mission (Steers, Mowday & Shapiro, 2004). Bergman (2006), classified organisational commitment across three categories. Affective commitment refers to employees' sense of reliance on their employer. Employees' desire to remain with their employers due to the negative repercussions of leaving, such as being laid off, is referred to as continuity commitment. Employees who feel like family are considered to be normatively devoted. Employees in this circumstance remain with their company and strive to achieve well. According to Chakraborty and Biswas (2019), organisational commitment is a strong desire to stay a member of a certain group, a willingness to work toward the group's goals, and specific beliefs in and support of the group's values and goals.

## Career Development

Employees are frequently in control of their own professional advancement: Employees are introduced to the concept and then instructed to take responsibility for it. With little or no advice or assistance from management, they are expected to assess their abilities and talents, set objectives, establish strategies, and carry out developmental activities. Employee training on how to shift from personal assessments to planning can be beneficial in many situations (Schaufeli & Bakker, 2010). On the other hand, managers are rarely involved. As a result, they are hesitant to provide staff advise on their current areas of competence or future options.

Employees assemble for career development sessions, but then return to work situations that offer little, if any, support for their efforts. Furthermore, upward movement has traditionally been associated with career advancement (Scharmer, 2007). When each system draws on the strengths of the other, career development and performance can be more meaningful for enterprises and their workers. The two systems must be perceived as contributing to the same aim in order to achieve this mutually strengthening process.

## Supervisor Support and Succession Planning

Any organisation that wants succession planning to be successful must have the cooperation of the supervisors. Shahab, Sobari, and Udin (2018), argued that supervisor support is vital for the successful execution of a succession plan system. This suggests that in order for a succession planning program to be successful, senior organisational leaders like the Board of Directors, Executive Directors,



Directors of different Sections and Units, and Senior Management Team must fully support and participate in it (Chakraborty, & Biswas, 2019). In view of this, Chakraborty and Biswas (2020), observed that managers and directors support the program by actively participating in the process's core by approving a rule that promotes succession planning. Additionally, the board of directors' involvement and support in executive director succession planning serves as a model for the organisation as a whole (Chakraborty & Biswas, 2020).

For the key executives to follow suit and promote succession planning, the support of the directors is also crucial. Furthermore, smaller organisations often largely rely on a strong leader to attract talent for the program, but bigger organisations depend on middle management to support succession planning (Javed & Jaffar, 2019). The management team's interest is a crucial factor in senior management engagement and support (Javed & Jaffar, 2019). In fact, Rosdi, Alias and Ismail (2020), claimed that strong commitment from top management is required for maximum achievement since this criterion is so crucial.

Before the process is put into place, managers and supervisors' buy-in is crucial to creating a sense of shared ownership of it (Chakraborty & Biswas, 2020). According Javed and Jaffar (2019), an institution may also gain the necessary skill competencies for management roles by having an open conversation with management during group sessions or organised interviews. Additionally, when succession planning is transparent and the strategy is shared to leadership, the process gains credibility (Chakraborty & Biswas, 2019).



## Organisational Commitment and Succession Planning

Organisational commitment has been characterized in various ways as a mature construct that has been put to the test in several companies (Morrow, 2011). Employee dedication to the accomplishment of the organisation's objectives will increase organisational success (Nikpour, 2017). Any organisation's ability to increase and keep its workers' dedication will provide a good indication of how successful it will be. Positive attitudes and behaviors are influenced by high levels of commitment in companies (Chakraborty & Biswas, 2019). One of the main purposes of the organisations is to maintain organisational commitment (Chew & Chan, 2007).

The explanation is that workers who have remained devoted to their companies are more compatible, more productive, and work with a high level of responsibility and devotion. As a result, employees with strong organisational commitment cost firms less money. Improved performance and productivity, organisational citizenship behaviors, work satisfaction and motivation, and decreased turnover are all benefits of organisational commitment (Ofuoku & Gbigbi, 2022). Organisational commitment was characterized by Ogbeide (2015), as a worker's fervent support for the company's objectives and tenets, readiness to work on their behalf, and want to stay a part of the group.

Organisational commitment, as described by Bayram (2016), is the capacity to remain with an organisation, to identify with its overall success, interests, and activities, as well as the dedication of its employees and their care for its success. Yousef (2015) found three factors that affect organisational commitment based on these definitions: (a) a strong embrace of and belief in the organisation's ideals; (b) a

willingness to work hard to further the organisation's aims; and (c) a robust desire to stay a member of the group.

### **Career Development and Succession Planning**

Having strategies in place to identify and nurture possible successors for important or crucial positions within an organisation is known as succession planning. Compared to replacement planning, which assigns workers a grade based on their prior performance, it is different. Planning for succession fosters the development of future leaders for the company (Khoreva, 2016). On the other hand, career development is provided for all organisational roles. However, career management strategy includes both succession and career growth as essential components. The process of finding, nurturing, developing, and training new leaders for future needs or replacement of the present leaders is known as succession and career development. It is done to maintain the pattern of reliable leadership in the business (Johnson, Pepper, Adkins & Emejom, 2018).

As a crucial component of succession planning and career advancement, a business must devote the necessary time to performance reviews. The biggest barrier to career advancement and succession is a lack of time. Such a time commitment is not seen as an efficient use of time by managers. The contribution of an employee, however, cannot be measured in the absence of a performance evaluation system (Ali & Mehreen, 2019). Additionally, it would be ideal to establish a culture that supports impartiality and honesty while planning for succession and career growth inside the firm. A mature succession process sets up the framework for career development discussions with your top employees as its

first step. Establishing a foundation for the employee's professional growth path involves regularly addressing how we view them and how they see themselves (Rothwell, 2010).

Top personnel will be able to discover important growth possibilities with the aid of regular communication and a deliberate approach to career development. While having talent available to fulfil any future demands is the ultimate aim of succession, that path is filled with chances for talent development. The greatest way to prepare individuals is via these chances. Additionally, when new jobs are not immediately available, they keep top personnel motivated with new tasks and responsibilities (Johnson, Pepper, Adkins & Emejom, 2018).

### **Organisational Performance**

In human resource management, organisational performance is a critical topic. Organisational performance was described by Georgopoulos and Tannenbaum (1957) as the extent to which organisations, as social systems, achieved their goals (Wheelen & Hunger, 2012). Organisational aims and objectives, according to Sonnentag and Frese (2002), include the ability to offer goods and services that meet customers' requirements and expectations, as well as the organisation's ability to gain a competitive edge in the face of global competition. Combs, Crook, and Shook (2005), describe organisational performance as the economic consequences emerging from the interplay of an organisation's traits, activities, and environment.

Johnson, Pepper, Adkins & Emejom, (2018)'s definition of organisational performance, according to Wheelen and Hunger (2012), coincides with the



assessment procedures that are often used in strategic management research since the bulk of such analyses were focused on financial indicators. For both administrators and scholars, organisational performance is a crucial concept (Richard, Devinney, Yip, & Johnson, 2009). For all management scholars, it is the ultimate dependent variable of interest (Wheelen & Hunger, 2012). According to Combs et al. (2005), marketing, human resources, operations, finance, accounting, and policy are all assessed according to how much they improve organisational performance.

Though there are various models of organisational performance, the current study utilized Kaplan and Norton's Balance Score Card (BSC) model (1996). Financial and non-financial indicators, such as financial measurements, internal efficiency measures, customer-based metrics, and innovation and learning measures, are all included in the BSC. The model gives managers a detailed image of the company's activities, as well as their present performance. As a result, management may identify critical areas in their firm and allocate key accountable workers to ensure that those areas have the greatest performance and processes. The BSC approach has the benefit of including both financial and non-financial indicators. Managers have traditionally utilized solely short-term financial criteria to assess organisational performance.

The long-term objectives of the company are defined by the financial performance factor. Liquidity and profitability goals have been stressed in previous research. The liquidity dimension is described as a company's capacity to satisfy its financial commitments using cash flows generated by current operations, whereas the profitability dimension is defined as the efficiency with which it uses production



variables to generate profits. The internal efficiency dimension focuses on the critical internal processes, decisions, and operations that a business has to be excellent at to continue providing value for clients and, eventually, shareholders, whereas the customer-based dimension focuses on how a company performs from the perspective of its customers and is divided into four categories: cost, time, performance and service, and quality.

### **Succession Planning and Organisational Performance**

Keeping competent and talented people has become a significant challenge for businesses looking to gain competitive advantage and achieve their objectives (Ali & Mehreen, 2019). Many firms devise various tactics and plans to retain qualified people in order to accomplish this. By cultivating a pool of qualified and talented individuals, succession planning practices is a crucial human capital and growth approach that supports workers performance and builds future leaders for firms (Rothwell, 2010). Leadership theories underpin this essential idea. Leadership theories proved that leaders have a great vision, but they did not explain how to train future leaders.

Since it increases the number of competent employees and provides chances for learning and growth, succession planning is a crucial part of leadership development. Currently, organisations include this tactic into their entire plan to get a competitive edge (Rothwell, 2010). By ensuring that the appropriate individual is in place at the appropriate time, succession planning, according to Atwood (2007), aims to forecast the future of enterprises. This method promotes businesses to create future leaders in a proactive rather than reactive manner. A systematic process

called succession planning enables businesses to expand and advance their workforce (Ali & Mehreen, 2019).

The success of the company in the long run depends on choosing the proper successor. Employing the right individuals helps an organisation's intellectual capital, innovation, and employee morale all increase (Ali & Mehreen, 2019). Succession planning lowers the risk of assigning a crucial assignment to an unskilled person. Therefore, when businesses choose poor leaders to crucial roles, they struggle to keep other crucial people, and their performance suffers as a consequence (Pahos & Galanaki, 2018). By developing a company's culture, succession planning, according to Presteria (2014), offers a long-term commitment to workers.

Employee performance in the context of an organisation is defined as the level to which a member of the organisation contributes to the attainment of the organisation's objectives (Williams & Anderson, 1991). Performance of each individual employee eventually translated into performance of the whole company, which is essential to any organisation. According to Van Helden and Reichard (2016), who conducted case studies in public institutions, an effective succession plan may influence staff performance. The relationship between employee training and succession planning was examined by Ogbu Edeh (2019) at ten commercial banks. He found that training enhances succession practises, which in turn increases corporate performance.

While Gordon and Overbey (2018) proposed that succession planning improves worker satisfaction and performance, Ali et al. (2019) found a link between succession planning and an organisation's performance. According to

Eugene Fibuch and Van Way (2012), succession planning creates the vital knowledge and skill domain that ties together future leaders. According to this, succession planning is important for any organisation. Johnson and Overbey (2018), claim that succession planning raises staff happiness and morale. A recent study found that succession planning provides employment security, establishes career routes, and boosts employee performance (Gordon & Overbey, 2018).

### **Empirical Review**

This section examines the effects of succession planning on business performance via empirical evaluations and research findings that are directly relevant to the study's issues. It also points up overlaps, inconsistencies, and gaps in this research. Pandey and Sharma (2014) looked into the practices and issues of succession planning in Indian businesses. Senior management employees from the chosen organisations served as the study's respondents, who participated in a descriptive survey design. Data was gathered via questionnaires that were delivered by interviewers, and both descriptive and inferential statistics were utilised to evaluate the results. The study found that talent retention was a top priority for the majority of the Indian companies studied, and suggested that they implement solid employee retention strategies focused at keeping highly qualified employees while also developing under-performers. Employees cited a lack of promotion possibilities, a poor work-life balance, and insufficient incentive and recognition as common reasons for leaving.

Using data from publicly traded Malaysian companies, Ishak, Ismail, and Abdullah (2013) investigated CEO succession and business performance. To see if



there was a difference in business performance after the CEO changed, researchers utilized a match-paired t-test and Wilcoxon signed-rank test. Overall, the results demonstrated that after post-succession, performance improved. The results of the investigation revealed significant improvements in performance of Malaysian public companies that had turnovers and then hired new people as successors. According to the study, CEO turnovers followed by internal successions improved firm performance. Talent retention methods ranked high among the parts of succession planning that had a significant impact on company performance. The study stated that because CEO succession has an impact on a company's future performance, the process of succession planning should be a top priority for the company.

Nwosu (2014) conducted research on succession planning and organisational survival in a number of Nigerian companies. The study's participants were employees of five blue-chip businesses from various industries on the Nigeria Stock Exchange, with the sample size set using the Taro Yameni algorithm. The weighted mean and the Z-test were used to analyse the data and test the hypothesis. It was found, there is a strong link between talent retention and the sustainability of Nigerian companies. Staff mentoring, good internal communication, correct distribution of duties and responsibility, and strong staff welfare programs were also found to aid improve talent retention in Nigerian businesses. He came to the conclusion that most institutions lack a systematic strategy and a commitment to recruit, develop, train, and retain future leaders through succession planning, which is crucial for establishing long-term competitive advantage.



Adhiambo (2014) investigated the impact of succession planning strategies on the efficiency of selected health-care non-governmental associations in Kenya's Winam Division. This study used a descriptive survey research approach. Employees of nine NGOs in Winam Division were studied. In order to choose the samples, the researcher used stratified and purposeful sampling procedures. The examined NGO's succession planning practices are in line with the defined integrated model and recommendations. As far as being practiced, the degree of conformity with the integrated model's requirements ranged mostly between significant and very important. Planning for succession involves several important human resource management initiatives, including hiring, training and development, performance management, talent management, and reward management. A standardised self-administered questionnaire was used to gather the study's data.

The Statistical Package for Social Science program version 19 was used to analyze quantitative data, while content and context analysis was used to assess qualitative data. It was discovered that human resource planning aspects such as talent retention and the performance of Winam Division health care NGOs had a substantial and strong positive relationship ( $r=0.794$ ). The study concluded that human resource planning is a vital succession planning method that improves organisational performance. Work groups routinely survey and survey methods, occasions, decisions, and advancements to advance however much as could be expected from both achievement and disappointment through execution assessment and advancement of focused on the association for development and improvement

as well as profession improvement inside the association, which decidedly adds to institutional development in light of collaboration.

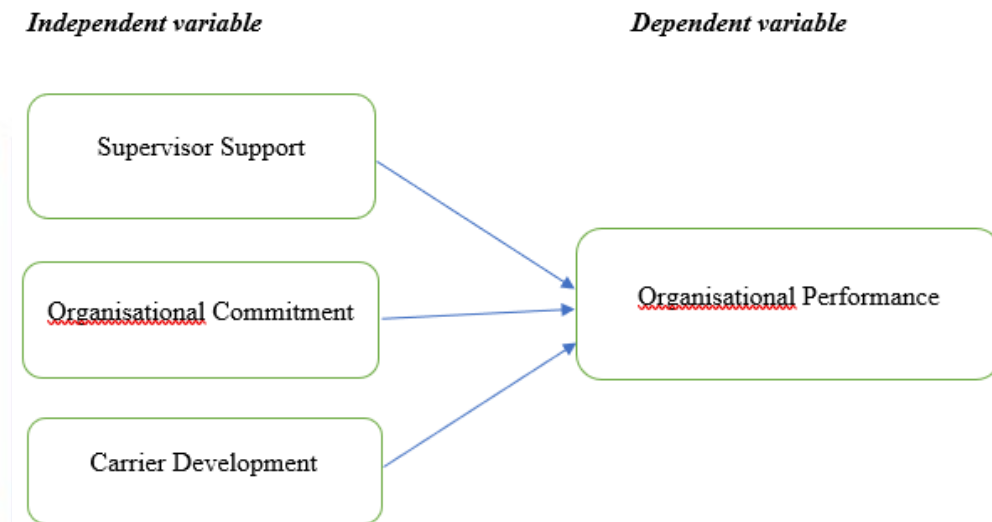
### **Lesson learnt from Empirical Review**

Talent retention in most organisations is classified as key concerns and human resource managers need to develop strategic steps in order to retain highly skilled personnel and also to improve upon indicators that do not improve succession planning in the organisation. Also, activities of human resource planning are a key succession planning that enhances organisational performance. In the light of the above, post succession planning leads to improvement in organisational performance in both short- and long-term period.

### **Conceptual Review**

In light of the study's overarching goal, the theoretical perspective explaining the underlying rationale behind the interrelationships among the constructs, the proposals for particular research aims and trends that will govern the conduct of this empirical investigation. The study proposes that, succession planning practices and performance is scientifically operationalized in the contest of this study in terms of supervisor support, organisational commitment, and career development. Figure 1 presents a conceptual framework that links succession planning practices to performance of GES in the Asante Akim South Municipal District as identified in the literature review. Three key strategies that support succession planning practices were identified. The framework of this study presents the elements of succession planning practices and performance of GES in the

Asante Akim South Municipal District. It also emphasizes the relationship between these constructs for this study.



**Figure 1: Conceptual Framework**

Source: Frimpong, (2022)

### Chapter Summary

The foundation theory, conceptual concerns, empirical review, and conceptual framework were all discussed in this chapter. The underlying theory described the social exchange theory and how it linked to the current research. The topics and variables employed in the study were discussed one by one. Following that, the empirical evaluation recorded the findings of other research connected to succession planning techniques and performance. These reviews were conducted in accordance with the study's overarching focus. This also lays the groundwork for a thorough discussion in the next chapter, with an emphasis on assertions in the existing literature.



## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

This chapter discusses the methodological approach used to the acquisition of primary data, as well as its presentation and interpretation. According to Williams, (2007), the term research methodology refers to the overall strategy that the researcher uses in the process of carrying out the research project. This chapter especially addresses important topical areas such as the study design, population, sample, and sampling procedures, research methodology, research area, instrument, data collecting process, validity, and reliability in addition to data analysis.

#### Research Philosophy

The paradigm of research has been referred to as an overall philosophical approach to the environment and the essence of research that a study brings to a study (Walsh, 2019). The positivist research paradigm was applied in this study. The positivist research paradigm, coined by the French philosopher Comte (1789-1857), is based on the idea that logic, measurement, and deductive reasoning may be used to show absolute truths in the study of phenomena (Stingone, Buck Louis, Nakayama, Vermeulen, Kwok, Cui & Teitelbaum, 2017). Thus, it is proposed that through the scientific method, an objective trust can be obtained empirically by evaluating the effect of succession planning practices on the performance of Ghana education service in the Asante Akim South District of the Ashanti Region of Ghana.



Empiricism is the fundamental characteristic of positivism; it asserts that everything that can be experienced by the senses is real, proving the existence of an objective, coherence cosmos regulated by coherence rules and procedures (Nückles, 2021; Stingone, Buck Louis, Nakayama, Vermeulen, Kwok, Cui & Teitelbaum, 2017). The positivist philosophy emphasizes objectivity and detachment while evaluating hypotheses or theories, emphasizing both the researcher and the study subject as distinct independent systems (Kaushik & Walsh, 2019). However, objections have been levelled at its emphasis on observable phenomena at the expense of unobservable phenomena (Vashisith, Chakraborty & Antony, 2019; Brown & Dueas, 2020). Positivism philosophy goes with deductive reasoning (Spano, Giannico, Elia, Bosco, Laforteza & Sanesi, 2020) which is well suited to testing hypotheses to see if theoretical statements are confirmed or not (Park, Konge & Artino Jr, 2020).

When studied and discussed, positivism adheres to a clear framework, hence the use of the positivism approach will be much beneficial to this study (Brown & Dueñas, 2020). Positivists argue that since preset rules and conventions are followed, there will be minimal room for mistake. Because this framework strives to follow a specified set of norms by using objective scientific and mathematical techniques, it reduces the possibility that variables will be volatile or vulnerable to unexpected fluctuations in value. As a result, the research will be more precise in terms of its experimenting and applications.

## Research Approach

A quantitative research strategy was chosen based on the nature of the study's purpose, particular objectives or questions, and the primary data to be collected and evaluated. Normally, the constructs (employee relations, wellbeing, and retention) might be quantified and statistically manipulated. The quantitative approach, according to Creswell (2014), is focused on describing phenomena by obtaining numerical data and interpreting them using statistics and statistically based methodologies. The quantitative methodology commonly utilizes insightful thinking to search out normalities in individuals' lives by isolating the social world into observational parts known as factors, which can be mathematically deciphered as frequencies or values, whose connections can be explored utilizing factual procedures, and which can be gotten to through upgrades made by the scientist and methodical estimation (Rahman & Hakim, 2016; Tashakkori & Teddlie, 2003).

The quantitative research method to analysis often starts with data collecting based on the hypothesis or theory, followed by the use of inferential or descriptive statistics (Ben-Shlomo, Brookes & Hickman, 2013). Deductions from statistical hypothesis testing led to general inferences about population features, which is why quantitative approaches are typically described as deductive. Quantitative methods are commonly characterized as the belief in a singular reality that exists independently of human experience (King, & Symon, 1994). The most important aspect of quantitative analysis is that measurement is accurate, truthful, and generalizable in its simple estimate of cause and effect (Lincoln & Guba, 1985). A quantitative method relies on data that can be quantitatively calculated.

It revolves around queries like how many? and how frequently? It is constructed as a series of numbers. The purpose for the review, or its goal usually informs the technique that should be used. Such investigations are carried out as data and then transformed into figures. Questionnaires, surveys, personality evaluations, and structured research tools are commonly employed in the quantitative technique (Burrell & Morgan, 2017). Because of its capacity to characterize occurrences and the use of deductive reasoning to investigate regularities in human lives, the research will use a quantitative approach.

Because the data collected can be statistically interpreted as frequencies or values, and links of variables can be examined using statistical techniques, which can be accessed via stimuli implemented by the researcher and systematic measurement, it is important to use the quantitative approach. The quantitative technique is significant to the study since it offers simplicity and quickness in doing research and can be used in a wide range of situations (Amaratunga et al., 2002). Furthermore, because the quantitative results comprise a larger sample that was picked at random, they are likely to be extrapolated to an entire population or sub-population (Carr, 1994).

Because the results are more applicable to a wider range of situations, it is also possible to do data analysis by using the quantitative method in conjunction with statistical software. The conclusive findings are based on statistics rather than interpretation, which may enhance the chance of future occurrences and linkages with the work. This is an example of another kind of error.



## Research Design

Every effective researcher understands the importance of picking a study design that is tailored to the specifics of the investigation being carried out. One definition of research design describes it as a collection of rules and instructions to be followed in order to handle the study challenge. (Simon, 2011). The researcher is directed through the steps of collecting, evaluating, and interpreting an observation with the help of the software. In addition to this, it determines the scope of generalisation; that is, it reveals whether the resultant interpretation may be applied to a setting that is distinct from the one under investigation or not (Amoani, 2005). Research may be carried out using one of three fundamental approaches known as research designs. The descriptive research design, exploratory design, and explanatory research design are names for these methods.

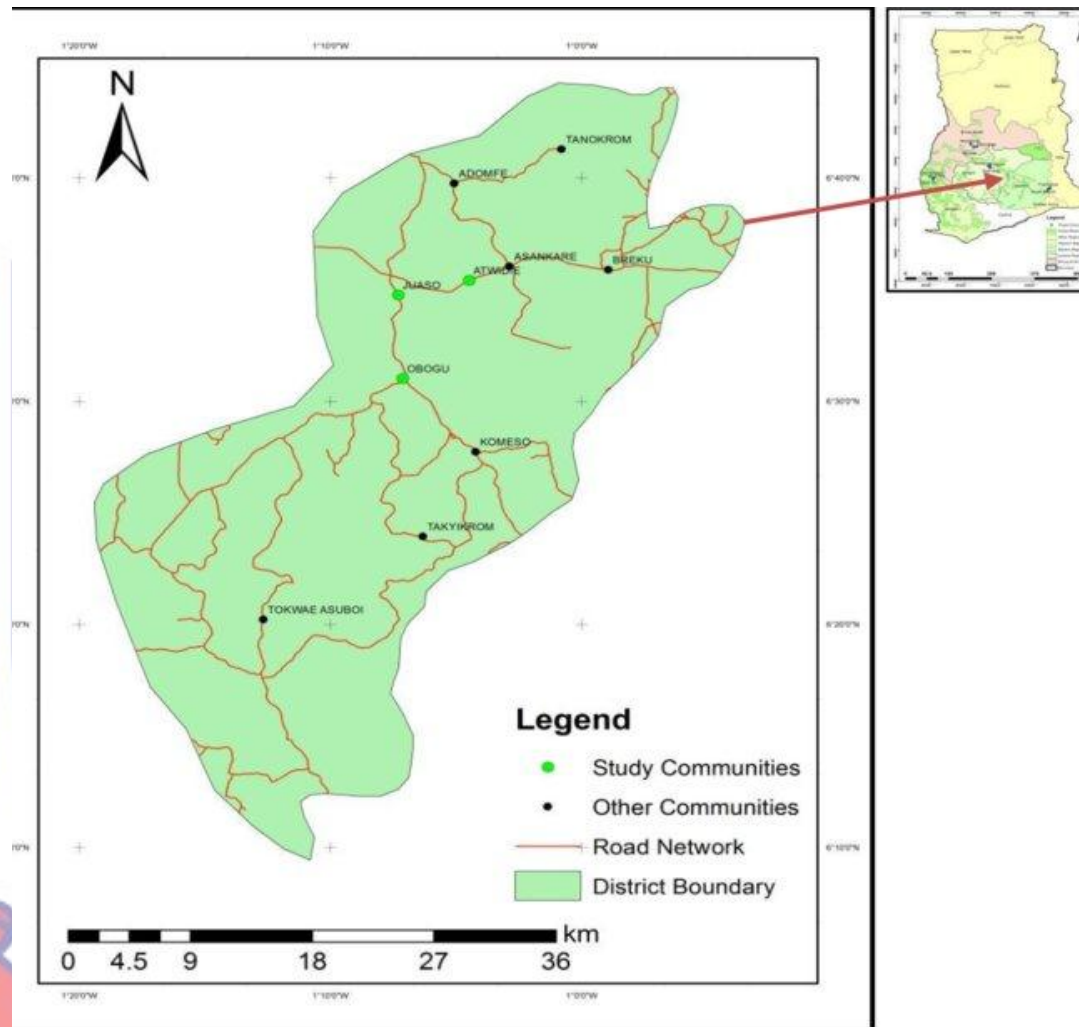
The explanatory design was used for this study because of the kind of scientific investigation that served as the basis for the study. When Tacq (2010) argued in favour of the field of causal studies, he noted that things and events have the capability to cause other events or situations based on the characteristics they possess. Tacq (2010) also stated that things and events have causal capacities. The primary objective of explanatory research is to provide reasons for the occurrence of events and to provide predictions on the likelihood of similar events in the future (Viotti & Kauppi, 2019). The argument that the data are quantitative and nearly always call for the use of a statistical test in order to prove the validity of the correlations is another factor that had a role in the choice to approach the research using a quantitative methodology (Spirtes, Glymour & Heckerman, 2000).



## Study Area

The study area is the physical location where the research will take place to be able to collect the data needed for the work (Simons, 2011). In this study, Asante Akim South Municipal District in the Ashanti Region of the Republic Ghana is deemed as the study area. Asante Akim South Municipal District is one of 43 areas in Ghana's Ashanti Region. Asante Akim South District was laid out in 1988 as a customary region gathering from the previous Asante Akim District Council. On March 15, 2018, it was raised to the degree of city region gathering. Juaso is the capital of the area, which is situated in the eastern part of the Ashanti Region. The Asante Akim South district falls within the coordinates of 6°34'N 1°7'W and a land area of 1,275 km<sup>2</sup> (492 sq mi).

In order to guarantee that all Ghanaian children of school age, regardless of tribe, gender, disability, religious or political affiliations, are offered with an inclusive and equitable quality formal education, GES is in charge of implementing national pre-tertiary educational policies and programmes. This is done with the goal of ensuring that all Ghanaian children receive a formal education that is of high standard. The goal of the Ghana Education Service (GES) in the Asante Akim South Municipal District is to ensure that all children of school age in Ghana receive a formal education and training that is inclusive, equitable, and of high quality. This will be accomplished by managing resources in an effective and efficient manner in order to make education provision relevant to the demands for labour in the country. Through this study, the mission and aspiration of GES will be brought to a brighter light. Below is a pictorial view of Asante Akim South Municipal District.



**Figure 2: Map of Asante Akim South District**

Source: [https://en.wikipedia.org/wiki/Asante\\_Akim\\_South\\_Municipal\\_District](https://en.wikipedia.org/wiki/Asante_Akim_South_Municipal_District)

### Target Population

A study's population is the full group of people who are of interest to the researcher and satisfy the criteria that the researcher is interested in researching, or a group of people who share some traits (Amaratunga, Baldry, Sarshar & Newton, 2002; Amrhein, Trafimow & Greenland, 2019; Baxter & Babbie, 2003). According

to Saunders, Lewis and Thornhill (2007) population is the full set of cases from which a sample is drawn.

The population may be thought of as the target group about whom the researcher wants to learn more and develop conclusions (Leedy & Omrod, 2010).

According to Robson (2017), the phrase population may refer to a wide range of things, including situations in which an individual might be interrogated as well as times and locations. The teaching staffs of GES are the intended population for this study. These employees are actively employed in the Asante Akim South District. The office of GES provided that there are about 450 teachers in Asante Akim South Municipal District.

### **Sample Size and Sampling Procedure**

Sampling is a statistical approach of acquiring a representative population to take information or data concerning a whole population by analyzing only a portion of it (Babbie, 2007). Sampling is the act, process, or technique of selecting a suitable sample or a representative section of a population in order to determine the parameters or characteristics of the full population (Strouse, Donovan & Fatima, 2019; Malhotra & Birks, 2007). In another development, Kumar (2012) noticed that sampling is a step-by-step approach of choosing a few respondents from a larger population to be used as a basis of estimating the prevalence of information of interest to one. According to Bryman (2016) sampling is very essential because, in almost all cases, it is not possible to study all the members of a population.

It became required to obtain an acceptable representative sample size from the sampling frame prior to choosing and contacting research participants. The



population sample size was determined using Yamane's (1998) methodology. The study's sample size is calculated to be 212 instructors based on a population of around 450 people, a margin of error of 0.05, and a confidence level of 0.95. The selection of the sample depends on the chance and the availability of the respondents. In this study, a sample size of 212 is considered adequate for the study. Even if the responses are not normally distributed, a sample size of 30 or greater does not contradict or produce severe issues in statistical measurements (Pallant, 2020).

The study employed the convenience sampling techniques. Because it is so quick, simple, and affordable, convenience sampling techniques are the most often utilised sample procedures. Members are frequently easy to contact if they want to be included in the sample. Convenience sampling is the most common non-probability sampling method. The respondents will be easily accessible to the researcher and also the right information concerning outsourcing can be obtained and reliable. With convenience sampling, data collecting is easy and the researcher can observe the habits, viewpoints, and opinions in the easiest possible manner. Hence, the use of convenience sampling will be best to get information from respondents.

The formula is given as;

$$n = \frac{N}{1 + N(e)^2}$$

where the sample size is n, the sample frame is N, and the error margin is e.

As recommended by Yamane (1998), a 5% margin of error was used.

$$n = 212$$



## Data Collection

The research used primary data. A structured questionnaire will be used as the data gathering method. The questionnaire covered sections pertaining to the demographic variables of the respondents, the supply chain collaboration practices and operational performance. The questionnaire assumes a Likert scale of 1 least agree to 5 strongly agree'. A questionnaire, according to Claus (2019), is a pre-written collection of questions that respondents answer, often using a limited number of possibilities.

## Data Collection Instrument

A structured questionnaire served as the primary tool for acquiring primary data in this investigation. Data from the questionnaire respondents was gathered using closed-ended questions. A closed-ended inquiry is easy and quick to respond to. The respondent doesn't need to give the answer any consideration. Because causal research is inherently organised (Etrikan & Bala, 2017; Maxwell, 2019), structured primary data collection techniques are required. A questionnaire is a set of inquiries intended to gather data from respondents (McClain et al., 2019; Malhotra & Birks, 2007). According to Malhotra and Birks (2007), questionnaire-based surveys are perhaps the most often utilised data-gathering method in research and may be used to gauge issues that are vital to the administration and expansion of a company (Young & Javalgi, 2007).

Respondents must choose from a preset list of possibilities in closed-ended questions and assess each response independently of the other choices. A checklist of the researcher's examined actions, traits, or other things, a Likert scale (is better

for assessing behaviour, attitude, or another phenomenon of interest on a continuum), dichotomous questions, and multiple-choice questions were examples of closed-ended items (Simon, 2011). McColl (2005) asserts that using questionnaires as opposed to interviews generally has important benefits. When structured questions are used to obtain initial data, data analysis is made simpler and easier to understand.

Additionally, a simple questionnaire reduces measurement error and the chance of research participant non-response error (Singer & Couper, 2017; Tapera, Mbongwe, Mhaka-Mutepfa, Lord, Phaladze & Zetola, 2021). Three variables made up Section A of the questionnaire, which measures the respondents' demographic information. The questionnaire's Section B assesses succession planning. The succession planning construct has three major indicators which includes Supervisor support (With 7 indicators/items), Organisational commitment (With 7 indicators/items), and Career development (With 7 indicators/items). In a similar fashion, section C of the questionnaire measured performance of the organisation which comprised of six indicators/items. The questionnaire is presented in Appendix A.

### **Data Collection Procedure**

Primary data collection was carried out for about five weeks (4th July-16th August, 2021) through questionnaire administration, particularly with the drop-and-pick procedure. The drop-and-pick method is a type of survey administration in which researchers provide questionnaires to respondents and then collect the finished forms at a later time or by mail. Some surveys, such those with lengthy or

complicated questions, or those looking into a topic that isn't especially attractive to prospective respondents, might be difficult to perform through mail or phone, but would benefit from drop-and-pick procedures. An introductory letter was written and sent personally to Ghana Education Service and its various units in the Asante Akim South District in the Ashanti Region of Ghana. As a result of this, it helped the researcher to create rapport with the study's participants, which was a necessary step in obtaining their official consent to perform the research (McGrath et al., 2019).

### **Data Processing and Analysis**

Data analysis, according to Vonrhein, Flensburg, Keller, Sharff, Smart, Paciorek and Bricogne (2011), comprises simplifying data and interpreting it in a way that aims to answer the research questions asked. Analysis of data is defined by Yan, Wang, Zuo, and Zang (2016) as the process of establishing some kind of structure for a large amount of data in order to draw conclusions from it. Data analysis is the act of editing, cleansing, converting, and modeling data in order to highlight relevant information, provide suggestions, draw conclusions, and help decision making (Johnson, Levine, Smith & Stone, 2010). According to Ader (2008), the implementation of analytics requires the translation of difficult data into information that is usable and actionable. This transformation must take place before any analysis can take place. According to Du Preez, Maggie Mmannyadi Khunou, and Engela van der Walt (2012), the primary goal of data analysis is to organize, analyze, and generate meaning from data.



The major focus of data analysis in quantitative research is selecting how to examine the data obtained in order to provide answers to the research questions addressed (Kumar, 2012). The survey responses will be edited, processed, and analysed using the Statistical Package for Social Science (SPSS version 25.0). On the main SPSS program, the SPSS process macro was set. This made the moderation analysis easy to carry out. This statistical program is suggested for use in social science research (Zickmund, 2009).

The data was subjected to descriptive statistical methods of analysis and interpretation, including the utilisation of mean, standard deviation, frequency count, and percentage (Leedy & Ormrod, 2010). Descriptive statistical tools such as means and standard deviation scores was used to measure objective one and two. Research objective three was measured with multiple regression because this objective sought to assess the effect of succession planning practices on performance of Ghana education service in the Asante Akim south. The findings were presented in figures and tables for easy understanding and discussion.

### **Validity and Reliability of Instrument**

Cronbach's alpha was utilised in order to evaluate the instrument's reliability in the research. At least a reliability coefficient of 0.70 was required for it to be judged acceptable (Cohen, 2008). Validity, on the other hand, is concerned with the degree to which data techniques properly measure what it is that they are designed to measure. Validity describes the extent to which data methods measure what they are intended to measure. The results of the study are fairly confined as a direct consequence of the relatively small sample size, which is one of the key weaknesses

associated with validity. Since of this, the results are impacted because the study is not provided with definitive findings that are applicable to the entire population; hence, the possibility of the findings being generalised is reduced. The validity of the study was ensured by doing pilot testing on the questionnaire, as well as by conducting an expert review and a peer review. The dependability score for each of the study's constructs is summarized in Table 1.

**Table 1: Reliability Result:**

Construct	Cronbach Alpha	List of Items
Organisational support	0.754	5
Organisational commitment	0.776	7
Career development	0.708	7
Performance	0.864	6

Source: Field data, (2022)

### **Ethical Consideration**

The term ethical considerations in the context of research refers to a collection of principles that serve as a road map for planning and carrying out investigations. When conducting surveys or interviews with members of the general public, researchers and scientists are obligated to act ethically at all times. Gaining a deeper knowledge of events that occur in the real world, researching therapies that work, examining behaviours, and discovering various ways to enhance people's lives are all typical objectives of human research. Both the topic you decide to explore and the methodology you use to carry out the research each provide significant ethical challenges. The voluntary involvement, right to privacy, right to

anonymity, and confidentiality of information were some of the primary ethical problems that were taken into consideration during this research. As a result of this, every effort will be concentrated on making certain that all of these ethical concerns will be addressed.

For instance, if the participation is purely optional, then each and every responder was given the opportunity to freely take part in the data gathering activity. Also, the potential problems with respondents' rights to privacy was resolved if they are allowed to answer the questionnaires on their own, and they have been instructed to leave any questions that they don't understand unanswered so that they can get further clarification through a medium that is most convenient for them. The problem of respondents' identities being revealed will be solved by making it mandatory for them to provide their contact information and names on the questionnaire. By promising respondents that any and all information submitted would be handled with utmost confidentiality, and the study would guard the privacy of the data gathered. In conclusion, any and all relevant papers that were gathered for the research project shall be adequately cited in order to prevent the unethical problem of plagiarism.

### **Chapter Summary**

This chapter explained in details the methodology followed in carrying out the research. The theoretical foundation of the study, research approach, research design, sampling technique, procedures for data collection, data collection instrument and data analysis were thoroughly discussed. The positivism research paradigm was used as the theoretical foundation of the study. The quantitative



research approach was employed for the study because the data collected using questionnaire were quantitatively analyzed by using both descriptive and inferential statistics. Explanatory research design was adopted to ensure objectivity in the research process. Simple random sampling technique was used to select samples for the study. The data collection instrument used was a 5-Likert scale questionnaire. The Statistical Package for Social Sciences (SPSS) version 25 was the software use to analyse the data.



## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

The study sought to assess succession planning practices and performance of Ghana education service in the Asante Akim south in the Ashanti Region of Ghana. A total of 212 questionnaires were distributed to respondents to gather information. A total of 90 responses were received, which represent a response rate of 42.45%. Though the response rate was low, since the response were above 30 and can be used for make good analysis. According to Pallant (2020), a sample size of 30 or more does not contradict or create severe issues in statistical measurements. This section provides results and discussions based on the objectives as per the respondents' views. But before doing so, the researcher performed factor analysis before proceeding with data analysis.

Table 2 provides information concerning the Kaiser-Meyer-Olkin of all the variables. The researcher proceeded to measure Kaiser-Meyer-Olkin on the basis of the premise that the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) value is 0.6 or above. The value obtained from the Barlett's Test of Sphericity ought to be significant (i.e. the Sig. value should be .05 or smaller). In the researcher's term paper, factor analysis is appropriate because the KMO value is 0.806 and the result of Bartlett's test is significant ( $p=.000$ ). These results indicate that there are approximately two questions that are highly correlated with one another.

**Table 2: KMO and Bartlett Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		
		.806
Bartlett's Test of Sphericity	Approx. Chi-Square	1434.094
	Df	496
	Sig.	.000

Source: Field data, (2021)

**Demographic Information**

Because frequency and percentage (percent) are suitable statistical techniques for measuring categorical data, this information about the respondents' demographics was measured descriptively using those tools. This information provides a sufficient description of the participants in the survey to demonstrate that the sample was picked from the population that was being surveyed. The results are detailed in Table 3, which can be seen here.

**Table 3: Demographic Information**

Variable	Options	Frequency	Percentage (%)
Gender	Male	54	59.3
	Female	31	34.1
	Missing	5	5.6
	Total	90	100
Age range	20-30	3	3.3



**Table 3 cont'd**

	31-40	48	52.7
	41-50	25	27.5
	51-60	9	9.9
	Missing	5	5.6
	<b>Total</b>	<b>90</b>	<b>100</b>
Years of experience	1-5years	18	19.8
	6-10years	35	38.5
	11-15years	14	15.4
	16-20years	11	21.1
	21-25years	7	20
	Missing	5	5.6
	<b>Total</b>	<b>90</b>	<b>100</b>

Source: Field data, (2022)

The findings about the demographic characteristics of the respondents show that most of the respondents were male (59.3%) although equally sizable female workers (34.15) also participated in the study. Only three people were between the age range of 20 to 30 years. Most of the respondents were between 31-40 years which made up a percentage of 52.7 and those in the category of 41-50 and 51-60 had frequencies of 25 and 9 respectively. From the above, we can conclude that larger pool of task is performed by the younger age range in Asante Akim South in the Ashanti Region of Ghana. Regardless, younger people are more machiavellian than their parents (Hunt & Chonko 1984). More youthful people could be more motivated by self-interest, which may explain these results. They are more focused

on implications in the pre-conventional stage of the cognitive moral development (CMD) model (Rest, 1986).

Table 3 also provides information about the number of years respondents have been working with their respective firms. Out of the 90 respondents, 18 people constituting 19.8% have been working with their firms within 1-5years, 35 respondents making 38.5% have been working with their firms for 6-10years while 14 people constituting 15.4% have over 11-15years working experience with Ghana education service in the Asante Akim South in the Ashanti Region of Ghana. While 11 people constituting 12.1% have been working with Ghana education service in the Asante Akim South in the Ashanti Region of Ghana between 16 to 20years and finally only 7 respondents making 7.7% have been working with Ghana education service in the Asante Akim south in the Ashanti Region of Ghana.

### **Effect of Supervisor Support on the Performance of GES**

The first research objective was to assess the effect of supervisor support on the performance of Ghana education service in the Asante Akim South District in the Ashanti Region of Ghana. This was assessed using a regression model. Through the process of data transformation, the composite variable was created for the dependent variable (performance) and independent variable (supervisor support). The regression model was assessed using the R-square coefficient of determination ( $R^2$ ). This is the proportion of a variable's variation that can be explained linearly by another (Cohen, 1992). Regression analysis's primary presumption a linear relationship was evaluated and verified. The Durbin-Watson indicator confirmed that there was no autocorrelation (1.956). According to Campbell (2008), the

Durbin-Watson indicator should be between 1.5 and 2.5 in order for regression to prevent autocorrelation. Table 4 and 5 show the results.

**Table 4: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
1	.644a	.415	.408	3.44761	1.956

a. Predictors: (Constant), SS  
 b. Dependent Variable: P

Source: Field data, (2022)

Table 4 model summary shows how much of the dependent variable's variation the model can account for (supervisor support). R Square has a value of 0.644, as the model Summary table demonstrates. By multiplying by 100 and moving the decimal point two spaces to the right, you can express this as a percentage, which indicates that the researchers' model accounts for 64.4% of the variation in performance of Ghana education service. Particularly when compared to some of the stated outcomes in other study papers that have been published, this is quite an encouraging result (Griffith & Hom, 2001; Nzuve, 2012; Nderitu, Gakobo, & Ochieng, 2019). The conclusion drawn from this is that when a small sample is involved, the R Square value in the sample tends to overestimate the real value in the sample population (Watson, Clark, & Tellegen, 1988).

It is important to keep in mind that this does not imply a direct link between efficient supervisor support and performance of Ghana education service. The R-square has been acknowledged as the most prevalent way to quantify impact



magnitude in route models (Garson, 2016). The following are additional suggested cut-off locations by Hock and Ringle (2006) for characterizing R-square. Results exceed the thresholds of 0.67 (substantial), 0.33 (moderate), and 0.19 (Weak). Effective supervisor support was shown to be responsible for 41.5 percent of the somewhat favorable variation in performance of Ghana education service, according to the model's predictive power ( $R^2=0.415$ ).

**Table 5: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	700.569	1	700.569	58.941	.000b
	Residual	986.537	83	11.886		
	Total	1687.106	84			

a. Dependent Variable: P

b. Predictors: (Constant), SS

Source: Field data, (2022)

ANOVA report was prepared along with the model summary to determine if the 41.5 percent variation in performance of Ghana education service, as explained by variation in the predictors (supervisor support techniques), was statistically significant or not. The effectiveness of supervisor support among SME manufacturing businesses was then verified to be a statistically significant positive predictor of performance of Ghana education service ( $p=0.000$ :  $p<0.05$ ).

As a result, it is possible to suggest that users of the study's findings can rely on the model to forecast changes in supervisor support given the same conditional changes in indicators that were used to measure performance of Ghana education

service in this context because the claim is supported by science and is not merely the result of chance. The performance of Ghana education service may be inferred to be statistically significant and somewhat variable due to supervisor support. Therefore, the management of GES in the Asante Akim South District in the Ashanti Region of Ghana can rely on its efficient supervisor support if they want to improve upon their level of performance.

### **Effect of Organisational Commitment on the Performance of GES**

The second research objective was to assess the effect of organisational commitment on the performance of Ghana education service in the Asante Akim South District in the Ashanti Region of Ghana. This was assessed using a regression model. Through the process of data transformation, the composite variable was created for the dependent variable (performance) and independent variable (organisational commitment). The regression model was assessed using the R-square coefficient of determination ( $R^2$ ). This is the proportion of a variable's variation that can be explained linearly by another (Cohen, 1992). Regression analysis's primary presumption a linear relationship was evaluated and verified. The Durbin-Watson indicator confirmed that there was no autocorrelation (1.803). According to Campbell (2008), the Durbin-Watson indicator should be between 1.5 and 2.5 in order for regression to prevent autocorrelation. Table 6 and 7 show the results.

**Table 6: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.677a	.459	.452	3.31740	1.803

a. Predictors: (Constant), OC

b. Dependent Variable: P

Source: Field data, (2021)

Table 6 model summary shows how much of the dependent variable's variation the model can account for (organisational commitment). R Square has a value of 0.677, as the model Summary table demonstrates. By multiplying by 100 and moving the decimal point two spaces to the right, you can express this as a percentage, which indicates that the researchers' model accounts for 67.7% of the variation in performance of Ghana education service. Particularly when compared to some of the stated outcomes in other study papers that have been published, this is a good result (Akbar, Udin, & Djastuti, 2018; Becke, 2005; Odhiambo et al., 2014). The conclusion drawn from this is that when a small sample is involved, the R Square value in the sample tends to overestimate the real value in the sample population (Watson, Clark, & Tellegen, 1988).

It is important to keep in mind that this does not imply a direct link between efficient organisational commitment and performance of Ghana education service. The R-square has been acknowledged as the most prevalent way to quantify impact magnitude in route models (Garson, 2016). The following are additional suggested cut-off locations by Hock and Ringle (2006) for characterizing R-square. Results



exceed the thresholds of 0.67 (substantial), 0.33 (moderate), and 0.19 (Weak). Effective organisational commitment was shown to be responsible for 45.9 percent of the somewhat favorable variation in performance of Ghana education service, according to the model's predictive power ( $R^2=0.459$ ).

**Table 7: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	773.677	1	773.677	70.301	.000b
	Residual	913.429	83	11.005		
	Total	1687.106	84			

a. Dependent Variable: P

b. Predictors: (Constant), OC

Source: Field data, (2022)

ANOVA report was prepared along with the model summary to determine if the 45.9 percent variation in performance of Ghana education service, as explained by variation in the predictors (organisational commitment techniques), was statistically significant or not. The effectiveness of organisational commitment among SME manufacturing businesses was then verified to be a statistically significant positive predictor of performance of Ghana education service ( $p=0.000$ :  $p<0.05$ ).

As a result, it is possible to suggest that users of the study's findings can rely on the model to forecast changes in organisational commitment given the same conditional changes in indicators that were used to measure performance of Ghana

education service in this context because the claim is supported by science and is not merely the result of chance. The performance of Ghana education service may be inferred to be statistically significant and somewhat variable due to organisational commitment. Therefore, the management of GES in the Asante Akim South District in the Ashanti Region of Ghana can rely on its efficient organisational commitment if they want to improve upon their level of performance.

### **Effect of Carrier Development on the Performance of GES**

The third research objective was to assess the effect of carrier development on the performance of Ghana education service in the Asante Akim South District in the Ashanti Region of Ghana. This was assessed using a regression model. Through the process of data transformation, the composite variable was created for the dependent variable (performance) and independent variable (carrier development). The regression model was assessed using the R-square coefficient of determination ( $R^2$ ). This is the proportion of a variable's variation that can be explained linearly by another (Cohen, 1992). Regression analysis's primary presumption a linear relationship was evaluated and verified. The Durbin-Watson indicator confirmed that there was no autocorrelation (1.906). According to Campbell (2008), the Durbin-Watson indicator should be between 1.5 and 2.5 in order for regression to prevent autocorrelation. Table 8 and 9 show the results.

**Table 8: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.692a	.479	.472	3.25538	1.906

a. Predictors: (Constant), CD

b. Dependent Variable: P

Source: Field data, (2022)

Table 8 model summary shows how much of the dependent variable's variation the model can account for (carrier development). R Square has a value of 0.692, as the model Summary table demonstrates. By multiplying by 100 and moving the decimal point two spaces to the right, you can express this as a percentage, which indicates that the researchers' model accounts for 69.2% of the variation in performance of Ghana education service. Particularly when compared to some of the stated outcomes in other study papers that have been published, this is quite a respectable result (Schaufeli & Bakker, 2010; Pahos & Galanaki, 2019; Gordon & Overbiey, 2018). The conclusion drawn from this is that when a small sample is involved, the R Square value in the sample tends to overestimate the real value in the sample population (Watson, Clark, & Tellegen, 1988).

It is important to keep in mind that this does not imply a direct link between efficient carrier development and performance of Ghana education service. The R-square has been acknowledged as the most prevalent way to quantify impact magnitude in route models (Garson, 2016). The following are additional suggested cut-off locations by Hock and Ringle (2006) for characterizing R-square. Results exceed the thresholds of 0.67 (substantial), 0.33 (moderate), and 0.19 (Weak).



Effective carrier development was shown to be responsible for 47.9 percent of the somewhat favourable variation in performance of Ghana education service, according to the model's predictive power ( $R^2=0.479$ ).

**Table 9: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	807.515	1	807.515	76.199	.000b
	Residual	879.591	83	10.597		
	Total	1687.106	84			

a. Dependent Variable: P

b. Predictors: (Constant), CD

Source: Field data, (2022)

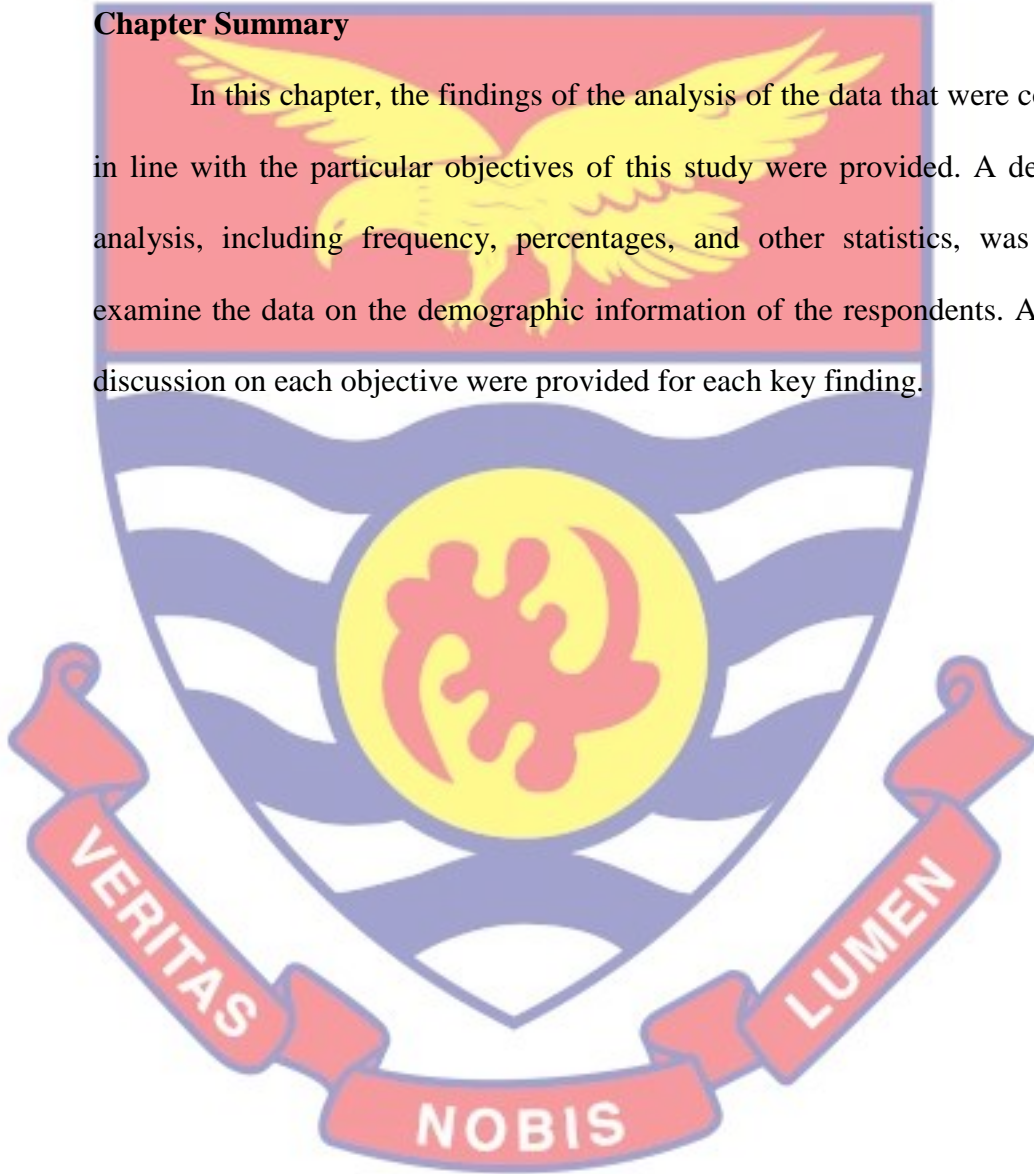
ANOVA report was prepared along with the model summary to determine if the 47.9 percent variation in performance of Ghana education service, as explained by variation in the predictors (carrier development), was statistically significant or not. The effectiveness of carrier development among SME manufacturing businesses was then verified to be a statistically significant positive predictor of performance of Ghana education service ( $p=0.000$ :  $p<0.05$ ).

As a result, it is possible to suggest that users of the study's findings can rely on the model to forecast changes in carrier development given the same conditional changes in indicators that were used to measure performance of Ghana education service in this context because the claim is supported by science and is not merely the result of chance. The performance of Ghana education service may be inferred to be statistically significant and somewhat variable due to carrier development.

Therefore, the management of GES in the Asante Akim South District in the Ashanti Region of Ghana can rely on its efficient carrier development if they want to improve upon their level of performance.

### Chapter Summary

In this chapter, the findings of the analysis of the data that were conducted in line with the particular objectives of this study were provided. A descriptive analysis, including frequency, percentages, and other statistics, was used to examine the data on the demographic information of the respondents. A detailed discussion on each objective were provided for each key finding.



## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### Introduction

In this chapter, we will offer a summary of the study, along with its results and suggestions. The findings discussed in chapter four served as the foundation for the summary and the conclusions. In addition to this, the chapter gave the suggestions of the study, which were based on the findings of the investigation. The chapter came to a close with some recommendations for more investigation.

#### Summary of Findings

The study was primarily designed to assess succession planning practices and performance of Ghana education service in the Asante Akim South in the Ashanti Region of Ghana. In order for the research to accomplish its overarching aim, it set out to accomplish the following particular objectives; to assess the effect of supervisor support on performance of GES, to assess the effect of organisational commitment on performance of GES and to assess the effect of career development on performance of GES. The research utilised a quantitative research technique, an explanatory research design, and the positivist philosophical paradigm.

The study setting was the Asante Akim South District and focused on teaching staffs of GES. The population of the study was 450 teaching staff of GES in the Asante Akim South District in the Ashanti Region of Ghana. The convenience sampling was used to collect 212 data from the respondents in the Asante Akim South District in the Ashanti Region of Ghana. On the other hand, 90 teachers participated in the survey, and because only the completed surveys were



used for the study's data analysis, the participation rate was calculated to be 42.45%. Voluntary involvement, the right to privacy, anonymity, and the secrecy of information were all considered to be ethical factors. The only tool that was utilised for the collection of data was a questionnaire, and the items that were included on the questionnaire were taken from previously conducted research in the same topic. The researcher looked on the possibility of bias caused by standard methods.

A preliminary test was carried out in advance of the primary survey in order to hone the questionnaire items and make them more transparent and easier to comprehend for the participants, so that they did not have any difficulties while doing the primary survey. The collecting of data took place over a period of five weeks, beginning on the day when the surveys were given. IBM SPSS Statistics version 25 was utilised in order to do an analysis on the data obtained from the questionnaire. The reliability coefficient of all the constructs were above 0.70. The following is an outline of the most significant findings from the study:

1. supervisor support has positive effect on the performance of Ghana education service in the Asante Akim South District in the Ashanti Region of Ghana
2. organisational commitment has positive effect on the performance of Ghana education service in the Asante Akim South District in the Ashanti Region of Ghana
3. career development has positive effect on the performance of Ghana education service in the Asante Akim South District in the Ashanti Region of Ghana

## Conclusion

Survival and expansion are two of the most essential and fundamental aims that every organisation and corporation may have. In light of the fact that human resources play a significant part, it is essential to implement some strategic human development principles in order for an organisation to realise its objectives. In spite of the fact that surviving is a primary objective, we are of the opinion that the root of the issue is the fact that some companies view succession planning as a monumental undertaking and so are unable to get started on it. There are three primary independent variables that make up the succession planning concept of human resource planning.

These variables are supervisor support, organisational commitment, and career development, and they all play an important part in enhancing the performance of GES in the Asante Akim South District of the Ashanti Region of Ghana. The high positive relationship between these independent variables and the dependent variable provides a wisdom avenue for the management of GES in the Asante Akim South District to make their institutions more relevant and keep on upgrading, improving teaching and learning, and also to motivate the employees to be more effective and efficient. This study concludes that supervisor support, organisational commitment and career development affect the performance of Ghana education service in the Asante Akim South District in the Ashanti Region of Ghana.

## Recommendations

The suggestions that were made are as a direct result of the data and conclusions that were obtained from the study;

1. The study recommends to the management of Ghana education service in the Asante Akim South District in the Ashanti Region of Ghana to continue with the good practices of succession planning.
2. Fulfilling the succession planning needs of their employees especially the teaching staff is paramount, as it could make employees increase the level of their performance, satisfaction and commitment to their jobs.
3. Management Ghana education service in the Asante Akim South District in the Ashanti Region of Ghana need to ensure or put-up strategies that will help draw up a better relationship between succession planning and performance of their employees.

## Suggestion for Future Research

In the future, researchers have to take into consideration the possibility of mitigating the impact of organisational culture and demographic factors like age, level of education, and gender on the connection between succession planning and organisational effectiveness.



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APPENDIX

A

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Research Questionnaire

I am currently carrying out a study on the topic; “succession planning practices and performance of Ghana Education Service: the case of Asante Akim South Municipality”. This study is purely an academic work in partial fulfilment of Master of Business Administration in Human Resource Management (MBA-HRM) a. I would be grateful to you if you could complete the questionnaire. Your Cooperation is needed in providing the required information as possible. “All responses derived from this study will be treated with utmost confidentiality and used for academic purposes only

PART A: BACKGROUND INFORMATION OF RESPONDENT

Please complete this section by ticking (✓) in the corresponding box or writing the requested information.

Gender a. Male [ ] b. Female [ ]

Age range a. 20-30 years b. 31-40 years c. 41-50 years [ ] d. 51 years and more

Working Experience a. 1-5 years [ ] b. 6-10 years [ ] c. 11-15 years [ ] d. 16-20 years [ ] e. 21-25 years [ ] f. 26-30 years [ ] g. Above 30 years [ ]

SECTION B: SUCCESSION PLANNING PRACTICES

Please indicate the extent of your agreement with the following statements on a 5-point scale. (Please tick your answer) Where 1 = Weak agreement and 5 = Very Strong agreement.



	Employee retention plan	1	2	3	4	5
ER1	If I could start over again, I would choose to work for another company					
ER2	If I wanted to do another job or function, I would look first at the possibilities within this company					
ER3	I see a future for myself within this company					
ER4	It doesn't matter if I'm working for this company or another, as long as I have work.					
ER5	Within this company my work gives me satisfaction					
ER6	If it were up to me, I will definitely be working for this company for the next five years					
ER7	8 If I received an attractive job offer from another company, I would take the job.					
	Organisational commitment					
OC1	I would be willing to change companies if the new job offered more creative freedom					

OC2	My organisation is willing to listen to my concerns about my employment.					
OC3	I would be willing to change companies if the new job was with people who were more friendly is completely unconcerned about my well-being.					
OC4	My organisation values my accomplishments and is concerned about my well-being.					
OC5	My organisation offers me clear directions on how to accomplish a good job.					
OC6	I would be willing to change companies if the new job offered more status					
OC7	I would be willing to change companies if the new job offered a higher pay increase					
	Career development					
CD1	Our organisation conducts extensive training programs for its employees in all aspects of quality					
CD2	Employees in each job will normally go through training programs every year					
CD3	Training needs are identified through a formal performance appraisal mechanism					

CD4	There are formal training programs to teach new employees the skills they need to perform their jobs					
CD5	I believe social circle in the firm is expanding due to participation in the training program					
CD6	I'm given the chance to set goals and devise a strategy for achieving them					
CD7	I am pleased with my professional development opportunities.					
	Organisational support					
OS1	My organisation can be relied on when things get tough on my job					
OS2	My organisation is willing to listen to my job-related problems					
OS3	My organisation really care about my well-being					
OS4	My supervisor value my contributions and care about my well being					
OS5	My supervisor gives me clear instructions to do good job					
OS6						
OS7						

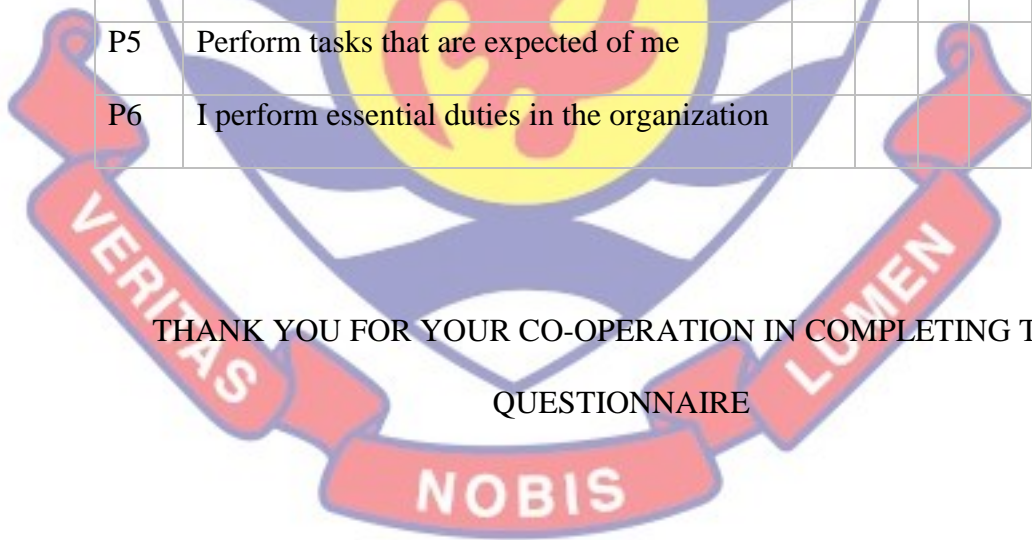


**SECTION C: ORGANISATIONAL PERFORMANCE**

Please indicate the extent of your agreement with the following statements on a 5-point scale. (Please tick your answer) Where 1 = Weak agreement and 5 = Very Strong agreement.

	Performance	1	2	3	4	5
P1	I feel adequately complete with the assigned duties					
P2	Fulfills responsibilities specified in job description					
P3	Engages in activities that will directly affect your performance evaluation					
P4	Meets formal performance requirements of the job					
P5	Perform tasks that are expected of me					
P6	I perform essential duties in the organization					

THANK YOU FOR YOUR CO-OPERATION IN COMPLETING THIS QUESTIONNAIRE



**APPENDIX B**

**UNIVERSITY OF CAPE COAST  
COLLEGE OF HUMANITIES AND LEGAL STUDIES  
SCHOOL OF BUSINESS  
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT  
INTRODUCTORY LETTER**

My name is Nicholas Obeng Frimpong, a graduate student offering Human Resource Management (HRM) at the University of Cape Coast. I have the pleasure to invite you to participate in research that examines the effect of Succession Planning Practices on the Performance of Ghana Education Service in the Asante Akim South of Ghana. Your involvement in this study is voluntary and you may choose whether or not to participate in it. I will ask your personal questions such as your age, duration of stay in your position and employ you to address issues emanating from the objectives of this study. Your cooperation is needed in providing the required information as possible. All responses derived from this study will be treated with utmost confidentiality and used for academic purposes only.

Thank you.



**NOBIS**

