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Succession Management and Employee Development: A Study of Anambra State Civil Service, Awka,

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Abstract

Succession management looks to both identify and develop high-potential leaders who are capable of executing the corporate strategy. The study examined succession management and employee development (A study of Anambra state civil service, Awka. Specifically, the study seeks to ascertain the effect of succession management on the growth and development of critical skills needed by employees in Anambra State Civil Service. Determine the effect of mentoring on the quality of employee skills in Anambra State Civil Service. Ascertain the effect of succession management programmes in use in Anambra State Civil Service on employee ability to fit future roles and to identify the challenges of succession management on employee performance in Anambra State Civil Service. The study adopted survey research design. The study was carried out in Anambra State. The population of this study constituted all the 6,953 civil servants in Anambra State. A Sample size of 361 was obtained by the use of the proportional allocation technique. Questionnaire was employed as the major instrument of data

collection. The result of the study revealed that succession management has significant effect the growth and development of critical skills needed by employees in Anambra State Civil Service. Mentoring has significant effect on the quality of employee skills in Anambra State Civil Service. Succession management programmes in use in Anambra State Civil Service has significant effect on employee ability to fit future roles and that funding in succession management is a challenge on employee performance in the Anambra State Civil Service. The study therefore concludes that succession management has positive and significant effect on employee development in Anambra state civil service, Awka. The implication is that succession management has improved the growth and development of critical skills needed by employees in Anambra State Civil Service. Amongst the recommendations were that Anambra state civil service, Awka should ensure a flexible succession management process by avoiding heir apparent designations, frequently updating lists of high potentials based on project-based performance, and succession decisions should be based on a diverse pool of candidates. Anambra state civil service, Awka should ensure active manager participation in the organization's method of identifying and codifying high potential employees.

Key Words: Succession Management, Employee Development Anambra State

Introduction

All over the world, succession management has been identified as a key strategy for addressing a number of critical Human Resource (HR) issues such as aging of the workforce, increasing retirement rates, tight labour market, limited competitiveness, fast-paced changes in work and the need for a diverse workforce at all levels (Aakriti, 2023). Organizations search for new and/or better means of achieving competitive advantage through optimizing the capacity of every functional area to improve organizational performance. Succession management programs in human resource management (HRM) systems are an indicative strategic response to these pressures (Anamege, Umar & Umaru, 2021). Succession management programmes in human resource management (HRM) systems are an indicative strategic response to these pressures (Ahmad, & Rizal, 2022). Organizations are supported to have timely availability of experienced and diverse employees prepared to fill leadership positions as they become available. According to (Seward, 2005) such a succession programme will firstly prepare current and future employees to lead the organization in coming years secondly help us "grow our own" leadership rather than recruiting from outside the organization thirdly it establish guidelines and standards for selection and participation fourthly it help in achieving

improved workforce capabilities and performance fifthly it increase professional commitment and retention of management positions and finally it focus on leadership continuity and improved knowledge shared and it leads to shift from job progression to job expansion (Ahmed, 2021). Good succession management systems are easy to use. Winning systems are non-bureaucratic, uncomplicated processes-with a unified approach to ensure consistency and maintain objectivity across business units, organizational levels and geographic areas. The best systems are developmentally oriented rather than simply replacement oriented. Highly effective systems always actively involve the very top management in the organization. Senior executives view effective succession management as a tool for attracting and retaining talents (Amahwa & Egessa,2021).

The civil servants in Anambra State Civil Service render services to the populace. Ndema (2022) stressed that civil servants provide whole gamut of services and activities that are organized under government which serve the purpose of ensuring effective and efficient public administration in a given state. There is statutory age for mandatory retirement of civil servants in Anambra State Civil Service. Nwankwo and Oghogho (2020) pointed that the reform of the Civil Service has put the retirement age of the civil servants at 60 years or 35 years in service whichever comes first. Thus, skilled and experienced civil servants retire yearly and leave their offices vacant in the public sector. Succession Management is the act of preparing employees for filling professional positions in the event of retirement, death, relocating abroad, chronic sicknesses or termination of the contract of existing workforce. Chi-Kuan, Simin and Ahmad (2021) defined succession management as a process of identification, classification, and growth of talents to ensure a continuously abundant supply of potential candidates to fill future professional positions in an organization. Succession Management is the continuous process of identifying , selecting and improving the competencies of most suitable employees to prepare them for filling or replacing key positions in the future in an organization. Njeri, Ngui and Mathenge (2019) stressed that every organization require effective succession plan to avoid power vacuum created by transfer, promotion, death and dismissal. Planning

on how to structure an organization to ensure the right people with the requisite skill to replace retiring staff or those that terminate their contract is crucial for the survival of the organization. Oyewole (2018) pointed out that succession management creates a steady supply of talented, motivated and qualified persons who are groomed and ready to take over at moment's notice when the eventuality happens. Succession management also promotes employee loyalty and boosts their morale for effective discharge of their duties.

Anambra State Civil Service may be unsuccessful in identifying and developing potential internal talents for higher positions during retirement or exit of superior civil servants probably due to poor succession management and employee development. .Okhawere, Isibor and Salami (2016) pointed out that succession management lacks continuity and is excluded from the overall organizational strategy of the public sector in Nigeria. The authors added that lack of support from management, inadequate finance to fund training, inconsistent policies, inadequate training of younger employees and fear of insubordination have militated against succession management in Nigeria public sector. Chukwurah, Uzor, Iwuno and Chukwueloka (2020) reported that training and other development programmes are rarely organized for employees of Anambra State Civil Service. Furthermore, the authors stressed that in a situation where training and other development programmes are organized for employees, it is carried out without adequate regard to the skill required by them and thus leads to low morale and shortage of skilled manpower. It is difficult to fill positions that were suddenly vacated through resignation or retirement, when the existing employees of the civil service are rarely exposed to training, coaching, mentoring or career development programmes. The effectiveness of Anambra State Civil Service is threatened by poor succession management and employee development. In the realization of this, the present study seeks to examine succession management and employee development programmes in the Anambra State Civil Service system.

Statement of the Problem

It has been observed that Anambra State civil service is characterized by low

morale in the sense that punctualities and dedication to work is no longer the priding administrative attitude of the civil service in a typical Nigeria. The survival of the public sector depends on the attraction, acquisition, retention and development of employees to prepare for meeting the present and future needs in the workplace. It seems that existing staff are ill-prepared to fill future positions in the public sector in Anambra State. It is worrisome that Anambra State civil service has been marred by failure to attract, recruit and retain suitable qualified staff. Anambra State Civil Service usually find it difficult to choose a successor to replace vacant positions should the need suddenly arise. In some cases, the person expected to take over vacant position seem to be ill-prepared for the roles probably due to poor succession management practices. According to Nwafor, Umetiti and Ndu anunobi (2024) opined that most organizations are characterized by lack of funding for human resource management research and development. Olufemi, Afegbua and Etim (2020) noted that when retirement, death or turnover take place in the public sector in Nigeria, it takes a long period to find suitable replacements within the organization due to inadequate succession management strategy and employee development programmes.

Employees of Civil the Service are rarely exposed to training, mentoring, coaching programmes and career development to improve their competencies and knowledge prior to termination of appointment or retirement of superior staff. Kekeocha, Onyekwelu and Okeke (2022) observed that the civil service in Anambra State has become so constrained in terms of career development and employee embeddedness that it seems to be on the verge of collapsing, owing to difficulties in succession management for effective service delivery. The authors added that employee training and development in Anambra State civil Service is frequently ineffective and haphazardly done based on a poor assessment of organizational training needs. Ekanem, Umeh and Okeke (2022) noted that there is failure by the management of public the sector in Anambra State to identify the job rotation gaps for the areas to meet the future skills and knowledge needs of employees. The absence of effective succession management initiatives result in colossal loss to the public sector in the event of retirement or dismissal of key employees

of Anambra State Civil Service. Some retired competent staff are replaced with unskilled employees due to the absence of job rotation, poor career development opportunities, insufficient coaching and mentoring programmes in Anambra State Civil Service. Replacing an experienced retired employee with a less-experienced staff could reduce the quality of service delivery in Anambra State Civil Service. Several studies have been conducted in different geographical location and organization on succession management and employee development (A study of Anambra state civil service created a gap in knowledge which the present study intends to fill.

Literature Review

Conceptual Clarifications

Succession Management

The terms "succession management" and "succession planning" are often used interchangeably, but there's a significant difference. Where traditional succession planning focuses on compiling a list of possible "replacements," succession management looks to both identify and develop high-potential leaders who are capable of executing the corporate strategy. Therefore, best-in-class succession management involves two key activities: tracking pivotal roles that are emerging as "resource pressure points and proactively sourcing and developing a strong talent pool of future leaders (Anamege, Umar & Umaru, 2021).

The focal point in succession management is human capital recruitment and development or presenting the right candidate so as to fill top management or political positions. It is a systematic and continuous strategy set up to find and develop relevant managerial and leadership skills needed to meet the future operational and strategic needs of an organization (Ahmad, & Rizal, 2022). It entails systematically identifying, assessing and developing key contributors as well as leadership and management talent to meet future organizational needs (Abbas, U.i.,& Cross, 2018). It allows for an organizational structure that is committed to the investment in leadership performance by identifying employees who are qualified to succeed current leaders (Ahmed, 2021). As opined by Seniwoliba (2015), it is the implementation of a well-organized concerted programme designed to ensure that employees are developed for an organization to have a better performance. As a process, Ammad, and Ghazal, (2020)

opine that succession management involves evaluating and appraising employees' talents. AlHilali, AlMughairi, Kian, & Karim, (2020) noted that deliberate planning of leadership change was an indispensable tool to avoid organization missteps and putting persons in positions for which they were not ready. He asserted in his classic 14 principles of management that organization has a responsibility to ensure the stability of tenure of personnel and if that need is ignored, key positions will be filled with ill prepared people (Amahwa & Egessa, 2021). Ever since this assertion, several other studies have emerged on how the concept of management succession should be explained, defined, or determined, beginning largely with case studies of family businesses (Bano, Omar, & Ismail, 2022; Bashir, 2021; Boateng, Odikro & Turkson, 2022).

Employee Development

Employees are valuable resources that determine the success of organizations. Zakwai and Zakwai (2023) opined that the attainment of predetermined objectives of any organization rests on employees' effective and efficient performance of tasks in the workplace. Employees could be motivated and spurred to perform optimally through formulation and implementation of welfare schemes

Employee development is the practice of learning new skills and honing existing ones. With help from their employers, employees can take time to learn how to use new technologies and techniques, develop their knowledge of an industry or subject matter, and grow their competencies across different areas (Asikhia, Makinde, Egbuta & Onyia, (2019). Employee development means "the expansion of an individual's capacity to function effectively in his or her present or future job and work organization. The goal is not just to improve employee competencies, but also to reduce job insecurity, because your employees will be more confident when it comes to successfully managing changes in the event of crises or business turmoil. This is where human resources come into play. The human resources department of a company is responsible for planning, implementing, and managing the developmental process through various employee training and development programmes and strategies (Asrar, Azhar, & Hussain, 2018).

The overall benefits of skills development of employees are increased motivation, high morale, enhanced job satisfaction and improvement of their job performance. (Nwafor, Chukwueloka, Nwumeh, and Umetiti 2023).

Skills development is any activity or programme designed to enable employees to up-date and grade their knowledge and competencies. According to Obi and Shuaibu (2021), staff skills development refers to all policies, procedures and activities geared toward developing the knowledge and competencies of employees for high effectiveness and efficiency in an organization. It is a learning activity which is directed towards inculcating the desirable values and attitude to meet the job requirements in an organization. Every employee of an organization is constantly required to upgrade, and update in his or her knowledge and keep abreast with the rapid changing society through skills development programmes. Abdulrahman and Mshelia (2022) noted that skills development is the act of raising the knowledge and skill of an employee for executing a particular job. Skills development of employees could be attained through different methods such as on the job workshop, seminars, conferences, job coaching, refresher courses, symposium, mentoring and job rotations among others. The overall benefits of skills development of employee are increased motivation, high morale, enhanced job performance and improvement of their productivity.

Empirical Literature

Maneka (2022) examined the influence of professional development in succession management and retention. Questionnaire was used as the instrument for data collection and the findings indicate that there is a significant relationship between professional development and succession management which thereby increase the retention of talented staffs. Nkondola (2019) investigated succession management challenges in the public sector in Tanzania. Qualitative research design was adopted for the study. Documents and interview were instruments utilized for data collection. The study which was conducted in one of the Public Sector Organizations in Tanzania revealed that succession management is affected by shortage of staff, lack of qualified staff, lack of

experienced staff and aging of the workforce.

Ammad and Ghazal (2020) carried out a study on effect of succession management on leadership elevation. Convenience sampling technique was used to draw 300 personnel for the study. The instrument utilized for data collection was questionnaire. The study revealed among others that succession management has significant positive impact on employee development

Tetteh and Asumeng (2020) conducted a study on succession management, employee retention and career development programmes in selected organizations in Ghana. Cross-sectional research design was adopted for the study. Questionnaires were used as the instruments for data collection. Multiple regressions were used for data analysis. The findings of the study revealed among others that succession management has significant relationship with career development.

Kiptoo, Kiplangat and Kidombo (2016) conducted a study on factors affecting effective succession management in the Civil Service in Kenya: A Case of Ministry of Water and Irrigation. The target population was 300 civil servants in the middle and senior management in the ministry of water and irrigation headquarters, Kenya. Frequency and percentage was used for data collection. The study has revealed that there is lack of effective succession management in the Ministry of Water and Irrigation. Ammad (2020) conducted a study on effect of succession planning on organizational growth. Convenience sampling technique was used to draw 300 respondents for the study. The instrument utilized for data collection was questionnaire. Simple linear regression was used for data analysis. The results of the study indicated among others that effective succession plan can help the organization to meet desire needs of talent development.

Egwakhe Akinlabi, Magaji and Ojuolape (2022) carried out a study on succession management strategies and employee performance of selected Deposit Money Banks in Lagos State, Nigeria. The study adopted survey research design. The target population for this study comprised 25,005 employees of five selected money banks in Lagos State, Nigeria. A sample size of 760 was drawn for the study using

stratified and simple random sampling techniques. Findings indicated that succession management strategies have significant effect on employees' performance among selected deposit money banks in Lagos State, Nigeria. Findings further revealed that educational qualification significantly moderated the relationship between succession management strategies and employee performance among deposit money banks in Lagos State, Nigeria. Nosike and Okeke, (2022) conducted a study on succession management and effectiveness of banks in Anambra State, Nigeria. Survey research design was adopted. The study generated data through questionnaires administered to the three banks selected (UBA, First bank PLC and Access bank PLC) in Awka and Nnewi of Anambra State, Nigeria. Regression analysis was used to test the formulated hypotheses. The results of the study revealed among others that succession management has a favorable impact on organizational effectiveness.

Kajwang (2022) examined the effect of succession management practices on performance of insurance firms. Qualitative research design was adopted for the study. The findings of the study revealed among others that succession planning has substantial effects on insurance firm performance. Chukwuma, Ohakim, Agbaeze, Alaefule, Iwobi, Ugwuja and Ojonugwa (2020) investigated succession management and financial performance. Qualitative research design was adopted for the study. The findings of the study showed that there is positive relationship between succession management and the financial performance of organizations. Wobodo, Konya and Nwaeke (2020) investigated talent management and succession planning in Rivers State owned tertiary institutions in Port Harcourt Qualitative research design was adopted for the study. The findings of the study revealed among others that the Rivers State Government owned tertiary institutions have no visible succession management system that promotes sustainable succession management in place.

Aakriti (2023) conducted a study on the impact of succession management practices on the profitability of Nepalese commercial banks. The study employed causal comparative research design. Structured questionnaires were used for data collection. The study revealed that

human resource planning, succession planning, training and development, job rotation and organization culture have positive impact on return on assets. Okhawere, Isibor and Salami (2016) conducted a study on succession management in Nigerian public organizations. Using survey, a sample of 25 organizations were conveniently selected from the public organizations in Benin City and data was collected using questionnaires. Challenges in the implementation of succession plans in public organizations can be categorized into internal and external issues. Internal issues include, internal politics, insufficient training, inconsistent policies, and training funds while government interference characterizes external issues. Olufemi, Afegbua and Etim (2020) investigated talent management and public sector performance: an assessment of Lagos State Ministry of Education, Nigeria. Survey research design was adopted for the study. Pearson Product Moment Correlation Coefficient was used for data analysis. Findings revealed that adequate talent management strategy is needed to enhance performance in public sector organizations as it will help in the maintenance of core competencies, employees' retention, commitment, increase productivity, as well as lower recruitment costs.

Gap in Literature

The review of empirical literature has shown that there is conflicting and mixed findings on the nexus of succession management and employee development programmes in Nigeria. However, Edeminam, (2021); Chukwuemeka and Agu, (2021); Ajayi and Edewusi,. (2020); Naeem, (2017) have found that succession management have adverse effect on employee development programmes of developing countries including Nigeria. Other authors posit that succession management have positive effect on employee development programmes (Ndieupa, 2018; Ndieupa, 2018; Chinonso- Karen & Akujuobi, 2021).

The literature reviewed failed to address how succession management affects employee development, specifically in Anambra State Civil Service. Again, most of these studies were done outside Anambra State Civil Service, Awka.

The conflicting position and shortcomings have contributed to the knowledge gap in

the literature which called for further investigation on succession management and employee development programmes in the Anambra state civil service system.

Theoretical Framework

Leadership Model Succession Theory

This study is anchored on the Leadership Model Succession Theory which was developed by John C Maxwell in 1999. This is a leadership theory that encourages organization or an entity to groom the next chief executive from within the organization's own ranks as opposed to looking outside the organization. It supports raising future leaders of the organization from inwards. John C Maxwell developed the leadership model theory in 1999 in his book titled "Developing the leader within you". This will see to it that succession of leadership is covered and ensures that successors of retiring employees are mentored before the dismissal of the outgoing leaders. The organization should also mentor potential candidates under the wing of incumbent leaders. To prevent conflicts that may arise during this process, they should ensure that there is a swift transformation in leadership without hitches and questions (Ibrahim, Soufani, & lam, 2001). Planned succession of leadership in an organization will promote continued operation of businesses even if the founders are no longer actively involved in its operation.

Application of the theory

The Leadership Model Succession Theory was used as a framework because it suggests that business leaders in organizations must pass the baton over a long period of time, which encourages mentoring and employee development, and studies have shown that organizations that engage in relay succession plans boast better results.

Couch (2013) posits that succession management is a deliberate and systematic effort to identify leadership requirements, identify pools of high-potential candidates at all levels, accelerate the development of mission critical leadership competencies in the candidates through intentional development, select leaders from the candidate pools for pivotal roles and then, regularly measure progress. Rothwell (2005) speculates that an effective succession management effort is that which is capable of building talent from within and ensures leadership continuity

in key positions. It also encourages individual advancement which is designed to ensure the continued effective performance of an organization, division, department, or workgroup by making provision for the development, replacement, and strategic application of key people over time. Succession management is a comprehensive approach for identifying and developing a position in an organization. It is a process, which involves the planning, selection and preparation of the next generation of managers, transition in management responsibility, gradual decrease in the role of previous managers and final discontinuation of any input by the previous manager (Erven 2007).

It is more than filling the top spots, a smart management strategy that can drive retention of talent throughout the organization and make sure that the organization has the skills it needs in place, or on hand, to respond to the rapidly shifting sands that make up today's business environment (Hills 2009). Besides, succession Management is about taking pre-determined steps to make sure that business continues to move even when the founder or generations of managers should exit the business (Onyima, 2011).

Ward (2000) opines that succession management is the process of preparing to hand over control of the business to others in a way that is least disruptive to the business operation and values. It shows that succession management is an on-going process and this means it should take a long time, spanning at least five years before retirement of the principal. Succession management aims at transferring information and knowledge from the founder to the successor of the business as the founder grooms the successor on how to run the business to result in the continuation of the business after the death or retirement of the founder. Succession management is a process of deciding how and when the management, ownership and control of the business will be transferred to subsequent owners (Sikomwe, Mhonde, Mbetu, Mavhiki, & Mapetere, 2012). It ensures the identification, development, and long-term retention of talented individual (Schoonover, 2011).

Methodology

Research Design

Survey research design was adopted for the study. The study was carried out in Anambra State using the State Civil Service, Awka.. Data collected was analyzed using frequencies, percentages, mean, standard deviation and t-test which was presented in table forms. The response in the table was converted to frequencies and percentages. Interpretations was based on the questions in the questionnaire which were used to answer the research questions and test the hypotheses. The statistical tool of mean and standard deviation of data analysis were used to analyze responses from the questionnaire based on the research questions while t-test was used to test the hypotheses.

For decision on research questions, mean item rating that fall below 3.00 were taken as disagreement and mean rating of 3.00 or above were taken to indicate agreement. The cut off mean score of 2.50 was obtained from the four points rating scale and presented below as follows

$$\frac{5+4+3+2+1}{5} = \frac{15}{5} = 3.00$$

The t-test statistic was used in testing the null hypotheses. For decision on the hypotheses, if p-value is equal to or less than level of significant value of 0.05, the null hypothesis will be rejected, but if p-value is greater than level of significant value of 0.05, the null hypotheses will not be rejected. The SPSS package version 25 was used in data analysis.

Data Analysis

Test of Hypotheses

The hypotheses testing involves a set rules that leads to a decision in the acceptance or rejection of a given phenomenon. The tool that is used here is Chi-square (x^2). Chi-square is a method that measures the discrepancies existing between the observed and expected frequencies.

Hypotheses One

1. **H_o:** Succession management has no effect on the growth and development of critical skills needed by employees in Anambra State Civil Service

H_i: Succession management has no effect on the growth and development of critical skills needed by employees in Anambra State Civil Service

Using the information gotten from question 1,2,3,4, 5, 6, 7 and 8 the hypotheses were tested.

Hypothesis 1,

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	342.000[a]	4	.000
Likelihood Ratio	460.502	4	.000
Linear-by-Linear Association	50.159	1	.000
N of Valid Cases	342		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 13.72.

(Computation from SPSS 25 Analysis).

From the table above, the result showed that succession management has positive and significant effect on the growth and development of critical skills needed by employees in Anambra State Civil Service.

Decision Rule

V (1, 4) =342.000,

If p value < is less than 0.05, you reject the null hypotheses and accept the alternate hypotheses.

The study therefore accepts the alternate hypotheses and submits that succession management has effect on the growth and development of critical skills needed by employees in Anambra State Civil Service

Hypotheses Two

H_o: Mentoring has no effect on the quality of employee skills in Anambra State Civil Service

H_i: Mentoring has effect on the quality of employee skills in Anambra State Civil Service

Using the information gotten from question 1,2,3,4, 5, 6, 7 and 8 the hypotheses were tested.

Hypothesis 2,

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	342.000[a]	4	.000
Likelihood Ratio	415.507	4	.001
Linear-by-Linear Association	57.148	1	.030
N of Valid Cases	342		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 13.72.
(Computation from SPSS 25 Analysis).

The result of the analysis showed that mentoring has effect on the quality of employee skills in Anambra State Civil Service.

Decision Rule

V (1, 4) =342.000,

If p value < is less than 0.05, you reject the null hypotheses and accept the alternate hypotheses.

The study thus reject the null hypotheses and accept the alternate hypotheses which means that mentoring has effect on the quality of employee skills in Anambra State Civil Service

Hypotheses Three

H_o: Succession management programs in use in Anambra State Civil Service has no effect on employee ability to fit future roles

H_i: Succession management programs in use in Anambra State Civil Service has effect on employee ability to fit future roles

Using the information gotten from question 1,2,3,4, 5, 6, 7 and 8 the hypotheses were tested.

Hypothesis 3,

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	342.000[a]	4	.010
Likelihood Ratio	431.561	4	.004
Linear-by-Linear Association	59.314	1	.001
N of Valid Cases	342		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 13.72.
(Computation from SPSS 25 Analysis).

From the table above, the result showed that succession management programmes in use in Anambra State Civil Service has effect on employee ability to fit future roles.

Decision Rule
V (1, 4) =342.000, If p value < is less than 0.05, you reject the null hypotheses and accept the alternate hypotheses.

The study thus reject the null hypotheses and accept the alternate hypotheses implies that succession management programs in use in Anambra State Civil Service has effect on employee ability to fit future roles

Hypotheses Four

H_o: Inadequate funding of succession management is not a challenge on employee duty in Anambra State Civil Service.

H_i: Inadequate funding of succession management is a challenge on employee duty in Anambra State Civil Service.

Using the information gotten from question 1,2,3,4, 5, 6, 7 and 8 the hypotheses were tested.

Hypothesis 4,

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	342.000[a]	4	.021
Likelihood Ratio	489.519	4	.007
Linear-by-Linear Association	58.973	1	.008
N of Valid Cases	342		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 13.72.
(Computation from SPSS 25 Analysis).

The result of the analysis revealed that inadequate funding of succession management is a challenge on employee duty in Anambra State Civil Service.

Decision Rule
V (1, 4) =342.000, If p value < is less than 0.05, you reject the null hypotheses and accept the alternate hypotheses.

The study thus reject the null hypotheses and accept the alternate hypotheses means that inadequate funding of succession management is a challenge on employee duty in Anambra State Civil Service

Conclusion

The study examined the effect of succession management on employee development in Anambra state civil service, Awka. The study showed that succession management has effect on the growth and development of critical skills needed by employees in Anambra State Civil Service. Mentoring has effect on the quality of employee skills in Anambra State Civil Service**.** Succession management programmes in use in Anambra State Civil Service has effect on employee ability to fit future roles and that inadequate funding of succession management is a challenge on employee duty in Anambra State Civil Service.

The study therefore concludes that succession management has positive and significant effects on employee development in Anambra state civil service, Awka. The implication is that succession management has improved the growth and development of critical skills needed by employees in Anambra State Civil Service.

Recommendations

Amongst the recommendations is that Anambra State Civil Service should ensure a flexible and fluid succession management process by avoiding heir apparent designations, frequently updating lists of high potentials based on project-based performance, and basing succession decisions on a diverse pool of candidates. Ensure active manager participation in the organization's method of identifying and codifying high potential employees. Fully engage managers at all levels in leadership development activities, including teaching courses and creating projected-based learning experiences for high potentials. Management should institute a development program for employees who have the potential to be leaders. Current employees who demonstrate leadership potential can be prepared over two to four years. Given the support, training and development opportunities over a sufficient period, potential leadership can be ready when the transition time arrives.

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