



MANAGEMENT SUCCESSION AND ORGANIZATIONAL GOAL ATTAINMENT OF SELECTED PRIVATE HOSPITALS IN ANAMBRA STATE

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ABSTRACT: *Average Nigerian orientation towards succeeding an outgoing executives of management staff is stepping into a vacuum created and continue from where he/she joins. Management succession has to be strategically Structured in order to ensure uninterrupted and allows flow of management. Descriptive survey design was adopted and population of 90 was used, questionnaire was used in collection of data, Pearson correlation, Regression method of testing was also applied in order to dictate the relationship between management succession and organizational goal attainment. Findings revealed that there is significant effect on the sustainability of private hospitals in Anambra State and recommendations were also generated that there must be adequate structure plan, policy for promotion must be adopted and applied for best interest of the organization, new successor must be properly mentored on how to strike balance between control professionalism and human relations within private hospital so as to retain and motivate staff to put in more effort.*

KEYWORDS: Management Succession, Organization, Goal Attainment, Private Hospitals

INTRODUCTION

Management succession has become an important initiative and innovation for many organizations around the world. It is a strategic process that minimizes leadership gaps. The need to identify and develop top talent for management succession is an important issue. Management succession enables organizations to quickly react to change and endure turbulence period. Chandler (2007) defines organization as coordination of individual efforts to accomplish a common objective.

Terry Lucey (2005) sees organization as group created and maintained to achieve specific objectives. It may be a hospital with objectives dealing with health care, local authority with objective of providing service to local community etc.

Main concept of organization is how to achieve goals. An organization strives for survival and continuity, manpower planning (Human resources) is important and seen as total package in relation to caliber of workforce in the organization. Employees most at times falsify their age in order not to retire at the appropriate age thereby leading to either leadership vacancies or inadequacy or lack of competent hand because of age of some employees that are redundant and unable to fill the vacant position. Korn (2007) argues that organization must



begin on time to plan for succession before top managers retire. Chara et al (2001) asserts that it is essential for organization to train successors before the vacancies are created.

Nigeria has witnessed a serious growth and increase in organization whose role has been tailored to fulfill national aspirations and government has laid more emphasis on training and development of human resources mostly those in managerial cadre. Still a good number of these young executives became unsuccessful in reaching their goals because of inadequate planning. Management manpower planning is a process. It starts with management manpower planning to staff development then organizational performance, appraisal and analysis, manpower inventory ends in final decision to re-allocate human resources in organization.

Most private hospitals when the founder dies, the hospital will close down due to lack of succession planning. If this were to put in place earlier the problem of management succession would not have arisen, the owners of private hospital will set these plans before hand to avoid closure when they are no longer available.

Growth and stability of these private hospitals will come when there are properly and legally structured, well managed and professionalized. Most of these private hospitals operate blindly, some even working as one man show without their children or relations studying the course or learning about the business when the owners dies or gets old the hospital will collapse. Dele (2014) notes that private business goes into extinction after the death or retirement of their founders and it has serious social and economic consequences and it consists of loss not only to proprietor's family but to employees and surrounding communities at large, whose economic well-being and health depends on survival of these business (hospitals).

Statement of Problems

Like most human endeavor there are problems that organizations are confronted with in the process of managing their workforce. Trying to achieve managerial task like planning, directing, controlling and coordinating all human activities in organizations, a lot of problems are encountered. Lack of continuity in most private organization is alarming. A good number of young executives became unsuccessful in reaching their goals because of inadequate planning, the expediency for personal objectives has led more emphasis on training and development of human resources especially those on the managerial cadre. Poor succession due to lack of experience, incompetence, no clear division of labour leads to crisis.

Manpower training and development is rare in some private organizations they do not care about training their employees, succession planning is meant to prepare managers to set into the shoes of their existed colleagues in order to prevent organizational hiccups and confusion.

It is against this backdrop that we are trying to examine management succession in selected private hospitals in Anambra State

Objectives of the Study

Major objective is to ascertain the effect of management succession in organization goal attainment. Specific objectives of the study are.



1. To determine if survival strategy will lead to succession planning of private hospitals in Anambra State.
2. To ascertain if family conflict will lead to succession planning of private hospitals in Anambra State.
3. To identify if sustainability will lead to succession planning of private hospitals in Anambra state.

Research Hypotheses

1. Survival strategy does not affect goal attainment of management Succession of private hospitals in Anambra State.
2. Family conflict does not affect goal attainment of management succession of private hospitals in Anambra State.
3. Sustainability does not affect management succession of private hospitals in Anambra State.

LITERATURE REVIEW

Survival of organization, continuity and viability are primary responsibility of top management of all organizations and it cannot be properly fulfilled unless there is provision for management succession. Succession planning is a process for identifying and developing new leaders who can replace old leaders when they leave, retire or die in business, it entails developing internal people with potential to fill key business leadership positions in a company. It aims at continuity of leadership preventing chaotic power struggle, it is settled by order of succession.

Effective succession planning concerns with building a series of feeder group up and down the entire leadership pipeline, in a nutshell replacement plan in focus.

Organizations use succession planning as a process to ensure that employees are recruited and developed to fill each key role within the organization. Through one's succession planning process one recruits, superior employees develop their knowledge, skills and abilities and prepares them for advancement or promotion into more challenging roles. Merch (2016) asserts that as one's organizations expands, losses key employees, provides promotional opportunities or increases sales, one's succession planning aims to ensure that one has employ people ready and waiting to fill new roles.

Ewing (2012) states that managerial succession planning is uncommon because of difficulties in anticipating contingencies and on accounting for movement of several levels of employees it is detailed aspect of manpower planning and it requires, great caution.

Necessity for management succession is a must for any organization if the organization want to be in existence, the importance of the study entails that a policy of promoting staff should be organized from within the hospital, it will help the staff to rise and those qualified will have opportunity for promotion.



Employees with ability for potentials must be recognized early and give opportunity for continuous growth which will help in advancement.

Top management must see that the system operates effectively without favoritism.

Necessity for Management Succession

Barker (1993) It is of great importance if organizations such as private hospitals under study to plan ahead of succession to avoid closure of most private hospitals which is what happens with most of the private hospitals within the State.

Top management must bear in mind that succession planning is in their Jurisdiction and it must be done with care, no preferences, so that the best will emerge and priority must be placed on sound education, experience, capability to handle the position in question.

Promotion can be of advantage because passing through many steps experience, knowledge and it is effective administrative procedure too, this will give the opportunity to take qualified employees and it is opportunity for promotion which is another way for Job satisfaction.

Employees with rich potentials and ability must be dictated early and opportunity given to them for growth and stability, further training should be accorded to them for further development to be able to fit in properly.

These private hospitals should encourage high leadership capability to help dictate mature staff early because the earlier the better, when the top management noticed that capable employees that will replace them have high leadership capacity it will be of advantage to them because they will be happy that there is continuity even if they are no longer there.

Top management of these private hospitals should avoid sentiments, suspicion of favoritism everything must be done on merit because it entails life any mistake will lead to doom and death which will not promote the image of the hospital.

Problems of Management Succession

Good number of factors can bring about problems in succession bid in most private hospitals in Anambra State and such problems are;

- **Procrastination-** Abebe 1980 cited by Dim 2014 asserts that from the day I was told I was going to be appointed chairman we start thinking of my succession as well.
- **Fear of Organizational Change** - organizations should learn how to change policies in consistent to organizational strategies so that employees will cope and succession be smooth.
- **Social Responsibilities** -The need of the society if not attended to can turn into social problems for the organization, top management should ensure that social responsibility should be given attention. Top management should ensure that social responsibility should be attended to for survival of the organization and for successful interaction of the organization with all environmental facets.



- **Frequent Replacement of Chief Executive Officers** - frequent replacement of chief executives has created lots of problems for many organizations new issues or trends introducing into the organization which might not suit the organization which can even lead to unqualified and inexperienced successors.
- **Organizational Policies** - Internal policies of private hospitals can be of advantage or disadvantage it is necessary to map out the right way for succession and include it in the policies to avoid power struggle and political maneuvering because it cannot lead the hospital or other organization forward.
- **Selection and Development**- selection and development of potential successors must be resolved by private hospital owners to avoid closure when the owner is no longer alive or weak.

Survival Strategy

Watson (2013) Organizational survival is a comprehensive approach for supporting and leading change within an organization.

Organization needs survival strategy for sustainability survival strategy is a step by step road map on how to transform your corporate destiny and build a sustainable future. survival strategy is an approach created for business to meet the needs of today's customers and position an organization to outperform while positively impacting society, environment community and the bottom line. There are many issues to consider social commitment, economic commitment, environmental commitment, ethical commitment, social commitment integrates individual and community stakeholder interests into your strategy and align them with your organizational values, Economic commitment helps to develop a business model that will generate profits through sustainability. Environmental commitment assesses the organizational impact on the environment and take proper action, ethical commitment portrays building trust among all stakeholders through openness, transparency and accountability all these encompasses the changes business are facing from the above these strategies will be implemented to meet the market demand and ensure organizational survival.

Succession Planning & Organizational Goal Attainment Coventry and Barker (1993) mapped out time cycle for succession planning which falls into three phases.

1. Emergency replacement plans to cover accidents or mishaps to key people. If an accident happens in an organization the question of who will replace comes in mostly for top management, planning has to be identified for people in key position. One to be chosen must have essential requirements like being familiar with the job, be informed of progress in the departments and be able to take over within a short notice.
2. Long term resource planning it has to apply to all sphere forecast number of vacancies due to come due to staff turnover, retirement. Drucker 1974 as cited in Dim (2014) contributed this fact that plans should be made ahead of people to manage an organization. He contended that the worst things to happen to an organization is try to adopt new comers and leave out people that have been in the organization for long. Candidates assuming to replace must be loyal, committed, dedicated to work have integrity, intelligent and hardworking experience and age should be considered too



3. Short term planning – replacement entails that there is plans ahead in case of emergencies. Short term planning means standby personnel are available, in case there is any shortfall, it can also be that retirement for some personnel are visible people are being trained to replace them whenever they are leaving to avoid organization suffer unnecessarily. Management should plan ahead by search for candidates that are capable to replace, shortlist and interview them select the possible candidates and prepare them for the new post. This detailed planning can start 2 years before the expected date to allow the whole process to be done smoothly without disruption of work. Coventry and Barker (1993) are of the view that short term planning is considered with final stage of enabling people to fit into a specific job perfectly.

Sustainability and Organizational Goal Attainment

Organization are change agents and major force for survival of business in these private hospitals, there is need for strategic alignment as seen in Watson 2013, this will entail corporate strategy which guides major actions of the organization and set directions for the future which will lead to integration of sustainability into corporate strategy which when adhered to will be of competitive advantage. These private hospitals will learn to operate in environment where emission constraints are part of business and aggregation and adaptation are part of strategic issues that will be of advantage.

In order to reduce cost private hospitals should reduce cost by combing activities into optimal unit for efficiency, it should also reduce waste.

Adaptation and Organizational Goal Attainment

This is possible to maximize the interest of the environment by being responsive to their needs and desires adapting to environment will be of advantage because without adapting much will not be achieved, adaptation will lead to maximization of all environmental advantage which helps in enriching productivity.

Family Conflict and Organizational Goal Attainment

This is focused mainly on determining the relationship between family conflict at work place and organizational goal attainment. Scrambling for whom to take over the affairs of the hospital is a serious issue to settle earlier and this can be done by making succession plan earlier before it is late. Another serious issue in family conflict is that conflict arises when the demands of one domain are incapable with demands of the other. Frane et al (1992), stressed that relationship between family conflict and sustainability exists when there is work pressure, lack of autonomy and lack of role ambiguity, These unfulfilled family obligation may then begin to interfere with work function consideration must be given to specify these areas on time and prepare for succession earlier to avoid much conflict.

THEORETICAL FRAMEWORK

Competency theory of succession planning. This theory relies on competency theory of succession planning of Vathanophas and Thalingan (2007) competency theory is a



framework that identifies a combination of skills, knowledge and behaviours which a successor must possess in order to perform and ensure the survival of business. It adds that for this model to be respected, competencies must comply with the job activities of successor otherwise the business will fail. This theory specifically means that the owner manager of a private business should retire from the management position the moment his/her management capability is declining as a result of old age-related health challenges, otherwise the family business will fail. The theory supports objective one survival strategy is needed for sustainability which business needs for survive succession, the second objective to determine family conflict will lead to succession planning of selected private hospital, if family conflict can be eliminated a capable hand in the family can manage the hospital either at retirement or death of the founder, such person should be given the chance otherwise business is bound to fail. Objective three is all about sustainability which relates to the theory that if sustainability is to corporate strategy it will lead to competitive advantage that will generate profit and promotion of the business which entails to succession of selected private hospitals in Anambra State. Competency theory indicates that competent hands should be given opportunities to manage the business for survival opportunity.

EMPIRICAL REVIEW

Tanikin (2005) studied organizational goal attainment in UK (United Kingdom) in a plastic manufacturing company with sample size of 250 workers, using descriptive survey design to establish the effect of worker training and motivation and organizational goal attainment the findings positively show that there is great relationship between employee training and motivation and organizational goal attainment.

Hasket, Hawkes and Pereira (2003) carried out a research in Lurich to investigate the relationship between sustainability and organizational goal attainment in 20 hospitals using descriptive survey design, data were collected with questionnaire and it was tested using correlation. The findings showed that there is significant relationship between sustainability and organizational goal attainment in those hospitals used.

Dearden and Van Reenen (2000) analyzed the effect of survival strategy of employees and organizational goal attainment using 87 breweries in Belgium, structured questionnaire was administered to people data generated were analyzed using multiple regression to ascertain the relationship between survival strategy and organizational goal attainment. The findings showed that there is positive relationship between survival strategy and organizational goal attainment.

METHODOLOGY

Research Design – Research design is an interactive process and model needing continual analysis of interest evaluation of processes and procedures, it is a structure and comprehensive action plan for generating and analyzing data necessary to help identifying and solving problems at hand. This study adopted descriptive survey design which used Mean and standard deviation to answer the research questions, Z-test was used to test the



hypotheses at 0.05 level of significant. It was adopted because it is appropriate and will reduce error, bias and maximize reliability of data gathered.

This research concerns with effect of management succession and organizational goal attainment. The entire population of the selected staff from selected private hospitals in Anambra State was 90 this was extracted from each hospital personnel unit. The whole population will be used, no need for sample.

S/N	Hospital	Town	Population
1	St Gregory's Hospital	Awka	20
2	Okike Hospital	Ekwulobia	20
3	St Agnes Hospital	Nnewi	20
4	Aruike ndi oya Hospital	Onitsha	30
	TOTAL		90

Source of Data

Primary source of data was employed and it was sourced as first-hand information and remained in their raw form as no researcher has made use of them.

Method of Data Analysis

Mean and standard deviation were used to answer the research questions Z-test was used to test the hypotheses at 0.05 level of significance. In analyzing the data, mean from 1.00-1.49=very low; 1.50-2.49=low, 2.50=3.49=high; 3.50-4.00=very high. In analyzing the data for the null hypotheses, Z-test was used to test the hypotheses at 0.05 level of significance. The choice of Z-test is in line with the recommendation of Howith and Cranner (2011) who recommended the use of Z-test for samples from 40 and above. Since the sample size is more than 40, the choice of Z-test is therefore appropriate for the study. As a rule, if the calculated Z-value is equal or greater than the table Z-value ($> .05$), the null hypotheses was rejected whereas if the calculated Z-value is less than the table Z-value, the null hypotheses was not rejected.

PRESENTATION AND ANALYSIS OF DATA

The data collected are presented and analyzed. The results are presented according to the research questions and hypotheses.

Research Question 1: To what extent does survival strategy lead to succession of organizational goal attainment private hospitals in Anambra State?

Table 1: Mean Score of Survival Strategy Lead to Succession of Organizational Goal Attainment

	N	Mean	SD	Remark
Organizational Goal Attainment	681	2.91	.55	High



The mean score of 2.91 shown in Table 1 above indicates survival strategy lead to succession on organizational goal attainment of selected private hospitals is high.

Research Question 2: To what extent will family conflict lead to management succession of organizational goal attainment of selected private hospitals in Anambra State?

Table 2: Mean Score of Family Conflict Lead to Management Succession on Organizational Goal Attainment Private Hospitals

	N	Mean	SD	Remark
Family Conflict	282	2.93	.44	High
Management Succession	399	2.90	.61	High

The mean score of 2.93 for family conflict and 2.90 for management succession in Table 2 shows that family conflict and management succession' towards organizational goal attainment in selected private hospitals in Anambra State is high.

Research Question 3: To what extent will sustainability affect management succession of selected Private hospitals in Anambra State?

Table 3: Mean Score of Sustainability and Management Succession on Organizational Goal Attainment of Selected Private Hospitals Private Hospitals

	N	Mean	SD	Remark
Sustainability	526	2.90	.56	High
Management Succession	155	2.96	.50	High

The mean scores of 2.90 and 2.96 for sustainability and management succession indicate that sustainability affect management succession of selected Private hospitals in Anambra State to be high.

Test of Hypotheses

Hypotheses One

Ho: Survival strategy does not affect organization goal attainment of management Succession of selected private hospitals in Anambra State.

HO₁: Survival strategy does not affect organization goal attainment of management Succession of selected private hospitals in Anambra State.



Table 5: Z-test Comparison of Survival Strategy and Organizational Goal Attainment Mean Scores of Management Succession of Selected Private Hospitals

Source of Variation	N	Mean	SD	Df	z-cal	z-crit	Decision
Survival Strategy	103	3.50	.17	797	8.96	1.96	Sig
Organizational Goal Attainment	696	3.36	.15				

The result in Table 5 shows that the calculated z-value (.90) is less than the critical value (1.96) at alpha level of 0.05 and degree of freedom (df) 796. The null hypothesis therefore was rejected. This is an indication that survival strategy affects organizational goal attainment of management succession of selected private hospitals in Anambra State.

Hypothesis Two:

Ho: Family conflict does not affect organizational goal attainment of management succession of selected private hospitals in Anambra State.

Ho₁: Family conflict affect organizational goal attainment of management succession of selected private hospitals in Anambra State.

Table 6: Z-test Comparison of Family Conflict and Organizational Goal Attainment Mean Scores on Management Succession of Selected Private Hospitals in Anambra State.

Source of Variation	N	Mean	SD	Df	z-cal	z-crit	Decision
Family Conflict	103	3.41	.19	797	24.01	1.96	Sig
Goal Attainment	696	3.13	.09				

As indicated in Table 6, the analysis shows that the z-cal value of 24.01 is less than the critical value of 1.96 at alpha level of 0.05 and degree of freedom (df) 797. This shows that the difference between Family conflict and organizational goal attainment of management succession of private hospitals in Anambra State significant. Therefore, the null hypothesis of no significant difference between family conflict and organizational goal attainment was rejected. Which state that family conflict significant affect organizational goal attainment of management succession of selected private hospitals in Anambra State.

Hypothesis Three:

Ho: Sustainability does not affect organizational goal attainment management of succession of selected private hospitals in Anambra State.

Ho₁: Sustainability affect organizational goal attainment of management succession of selected private hospitals in Anambra State.



Table 7: Z-test Comparison of Sustainability and Organizational Goal Attainment of Succession of Selected Private Hospitals

Source of Variation	N	Mean	SD	df	z-cal	z-crit	Decision
Sustainability	532	290	.54	679	.65	1.96	Not Sig
Organizational Goal Attainment	149	2.94	.55				

The result in Table 7 shows that the calculated z-value (.65) is less than the critical value (1.96) at alpha level of 0.05 and degree of freedom (df) 679. This is an indication that the significant effect of Sustainability and organizational goal attainment on of management succession of private hospitals in Anambra State was not significant. The null hypothesis therefore was therefore rejected. Which states that sustainability does not effect on organizational goal attainment management of succession of private hospitals in Anambra State

SUMMARY OF FINDINGS

1. Survival strategy does not affect organizational goal attainment of management succession of selected private hospitals in Anambra State.
2. Family conflict does not affect organizational goal attainment of management succession of selected private hospitals in Anambra State.
3. Sustainability does not affect organizational goal attainment management of succession of selected private hospitals in Anambra State

CONCLUSION

The study examined the effect of management succession and organizational goal attainment in selected private hospitals in Anambra State. From the data analysis, the study found out that survival strategy, family conflict and sustainability does not affect organizational goal attainment of management succession of private hospitals in Anambra State. Therefore, the study concludes that management succession does not affect organizational goal attainment of selected private hospitals in Anambra State.

RECOMMENDATIONS

1. Survival strategy should be put in place by identify employees with rich potentials and ability that must be dictated early and opportunity given to them for development and stability, further training should be rendered to them for further growth to be able to fit in properly.



2. Because of family conflict, organization or management must bear in mind that succession planning must be done with care, no favorites, so that the best will emerge and priority must be placed on sound education, experience, capability to handle the position in question
3. For the management to Sustain the organization, selection and growth of potential successors must be resolved by private hospital owners to avoid closure when the owner is no longer alive or weak.

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