



**CHALLENGES FACING HUMAN RESOURCES SUCCESSION  
PLANNING IN THE PHILIPPINE WORK ORGANIZATIONS**

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## Abstract

Title: Challenges Facing Human Resources Succession Planning In  
The Philippine Work Organizations

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This study is focused on looking into the factors that affect human resource succession planning in the Philippine work force setting, both in the private and public organizations. It aims to set objectives for a beleaguered Philippine human resource management. The objectives of the study are 1.To assess the extent of human resource planning activities in the Philippine work organizations;2.To examine the challenges that faces human resource succession planning in the Philippine work organizations;3.To identify the positive factors influencing human resources succession planning in the Philippine work organizations;4.To suggest strategies that could influence the application of succession planning in Philippine work organizations.

Research method is quantitative research method.Research instrument is questionnaire. Quantitative strategy was applied on data analysis, specifically statistical package for social sciences. Questionnaires used for data gathering were both structured and unstructured questionnaires.The sixty company leaders were selected from the thirteen Philippine companies both from the public and private organizations.

The result is some of the surveyed organizations had succession planning in place but how effective and regularly implemented in the organizations remained questionable. The study proved that succession planning remains to be an important factor in the organization's development.Therefore, all organizations, whether local or private must understand the importance of human resource succession planning to

their viability. The study has likewise noted strategies that were being used by organizations to attract/recruit potential employees.

Promote effective leadership, develop potential managers and improve the organization's budget.

Further, the study has given some recommendations to improve succession planning, including management's commitment and maintaining an informed work force who values human resource.

**Keywords: Human Resources , Succession Planning**

## 摘要

题目：菲律宾工作组织人力资源继任规划面临的挑战

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本研究的重点是研究在私营和公共机构中影响菲律宾劳动力人力资源继承规划的因素。旨在为陷入困境的菲律宾人力资源管理制定目标。研究目的是1.评估菲律宾工作机构人力资源规划活动的程度; 2.探讨菲律宾工作机构人力资源继承规划面临的挑战; 3.确定影响人才的积极因素菲律宾工作机构的资源继承规划; 4.提出可能影响菲律宾工作组织继任规划应用的战略。

研究方法是定量研究方法。研究工具是问卷调查。数据分析应用于数学分析，特别是社会科学统计学方面。用于数据收集的调查表均为结构化和非结构化调查问卷。在十三家菲律宾公司和私营组织中选出六十位公司骨干。

结果是一些被调查组织已经进行了继承规划，但是在组织中如何有效和定期地实施仍然是可疑的。研究证明，继任计划仍然是组织发展的重要因素。因此，无论是本地还是私营的所有组织都必须了解人力资源继承计划对其生存能力的重要性。该研究同样注意到组织正在使用的策略来吸引/招募潜在的员工。

促进有效的领导，发展潜在的管理者，提高组织的预算。

此外，该研究还提出了改进继承计划，包括管理层承诺和维护知情劳动力的重要人力资源的有力建议。

关键词：人力资源，继承规划

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I do graduating design at each stage, from selecting of subjects to access information, determining the outline of the thesis, changing of mid-term paper and post-paper format adjustment in all aspects that all my teachers have given careful guidance. All the teachers have given me not only careful guidance, but also have delivered their concern to me for the past few months.

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# **CHAPTER 1**

## **INTRODUCTION**

Chapter One gives us a background of the research problem, showing us how human resource management as a whole evolved and how succession planning was formulated. It introduces us to personalities that marked the era of human resource succession. This chapter will discuss the problems faced by the Philippine Private and public work organizations in managing human resource succession. It will also state the objectives and relevance of the Study not only to the Philippine Human Resource Management but to the entire working population. The questionnaires used for this study is likewise presented.

### **1.1 Background of the Study**

Succession planning provides an organization enough time to prepare for the absence, departure, death, retirement or termination of an employee. It provides for continuity of culture and evolution of necessary skills for an organization (Blaskey 2002). It will ensure a smooth transition in leadership for continuity and sustainability of the business; ensures achievement of vision and mission (Puangco, 2016). Succession planning have one meaning for all generations, it is the careful planning of manpower to ensure business viability. It has long been an active human resources strategy that has been discussed at professional conferences and within professional journals and publications (Johnson and Brown, 2004). Human resource management are aware of the public service environment succession planning from the changing work force, steady workers have early for retirement, the continuing need for highly qualified employees in private and public sector. Where in the management need careful planning and develop a new strategies in recruitment, retention and succession planning. Human Resource management realize the importance of planning but circumstance and budget constraint have prevented agencies from implementing a fund approach to manpower planning. But there are still number of success in this area, driven and supported by gov't leaders outside the traditional human resource community.

Succession planning entails developing their capabilities in a manner that will prepare them to perform effectively in leadership positions. Succession planning does not only identify qualified and motivated employees for executive positions (Stinchcomb et al, 2010). Succession planning has three major elements. The first element is by choosing applicants based on previous job experience, background and the arrangement of skilled people (Rothwell, 2010). Succession planning already expand to cover from executive positions to lower rank employees. The second component is the development of the successor. Planning should be modified by their particular needs and engagements of successor (Patton and Pratt, 2002). The third and most important component of succession planning is changing and processing the changes. The organizations talents and their career path and development should be with company goals, objectives, strategies and plans to venture into new markets. To rule out the raising chances and the progressive needs of candidates and develop management adhesion (Christie, 2005). We must provide a link between succession planning and business strategy to get the needed pool of talents that will be useful in the company's future development programs. Without support, succession planning is not implemented even if construction is well done (Diamond, 2006). The best idea for both organization and every single member is that raised issue and review based on a clear process (Greer and Virick, 2008). Process management calls for continuous evaluation.

## **1.2 Problems Faced by Work Organizations in the Philippines**

Succession planning becomes a subject matter for clients who now see aging people seeing retirement (Beitler, 2005). For the purpose of this study, "those borne from 1943 to 1960 were referred to as baby boomers because right after World War II there was a surge in birth rate." (Tan, 2013). Many of them made their professional jobs in a very competitive setting; What they know is that a competitive resource that must be carefully taken care of. Succession planning helps organization to manage their pool of candidates (Guin, 2000). The aim is to keep track of of the number and quality of business leaders who are able to contribute to the effective performance of duties. Whereas, new job ideas like careers that are limited to (Arthur and Rousseau, 1996) and adaptable jobs (Hall, 1996) which exemplifies accountability

on ones jobs, business that are now successful have no power to stop programs of career management like succession planning to modified and to form the right people to assure important expertise will come out in the organization over a long period (Barnet and Davis, 2008). Most businesses are serious regarding the succession planning. Specific group in workforce regarding aging and reduce equipping in workforce, firm work markets (Busine and Watt, 2005; Naris and Ukpere, 2010); values and carriage changes of workers from new generation concern requiring more independent, and adjustable job with more practicing and learning chances (Cascio, 2006); changing the source of competitive benefit from tangible resource to implied knowledge that employees keep in their mind (Barnet and Davis, 2008); all these strategies still need a strong mechanism in place to prevent loss of valuable human resources and ensure continuity. For the case of the Philippine work organization, human resource succession planning is not much practised. Most companies will say they have one in place, but in critical stages of depletion of manpower, most will resort to “manpower piracy” or an “urgent” hiring process where the company offers great compensation and benefits to lure prospective applicants. This on one hand has affected manpower planning of different work organizations including public and private one. A good example for instance is the Department of Health of the Philippines, which despite the effort done by the department and the government itself, has fallen short of needed manpower. Lack of a course frame to expound the health care services area in an operated environment, absence of human resources planning, and the lack of arrangement in the action of the private and government sector has cause about lessening of all levels health care workers that are needed (Dacanay and Rodolfo, 2005). The deficit is caused by, other factors, depressed production of qualified workers, faulty distribution, poor compensation, poor framework, absence of retention scheme, post training and moving to other countries, and inter-sectoral action and or train again in other area (MOHSW, 2009). Despite the varied studies done on succession planning, most of them have been carried out in the more developed countries with a ready funding for these type of endeavour. Most Philippine organizations would signify knowledge of succession planning, but it has only been recently that seminars and conferences has been organized to provide a growing awareness among company leaders on the

importance of an effective manpower succession strategy to sustain a viable business. With the assumption of a new presidency that is keen on providing support to the business sector and move towards development, this study is aimed to look into the challenges facing the Philippine Manpower system particularly into the succession planning activities of selected small to medium sized, public and private companies within the Metro Manila Areas.

### **1.3 Objectives of the Study**

The main objective of this study is to look into the challenges that faces human resource succession planning in the Philippine work organizations by utilizing small to medium sized public and private work organization located within the Metro Manila areas.

#### Specific objectives

- 1.To assess the extent of human resource planning activities in the Philippine Work organizations;
- 2.To examine the challenges that faces human resource succession planning In the Philippine Work organizations;
- 3.To identify the positive factors influencing human resources succession Planning in the Philippine work organizations;
- 4.To suggest strategies that could influence the application of succession Planning in Philippine work organizations.

### **1.4 Research Questions**

- 1.To what extent is human resource succession planning being carried out in your Organization?
- 2.What do you think are the challenges facing human resource planning in your Organization?
- 3.Can you identify the positive factors that influence human resource succession Planning in your Organization?
- 4.What are the strategies you can suggest to influence the application of succession Planning in your Organization?

### **1. 5 Relevance of this Study**

Primarily, this study is being conducted in fulfillment of academic requirements in acquiring my Masters in Business Administration (MBA). More importantly, this study has been conducted to humbly contribute to the growing literature on issues that face the human resources succession planning in the Philippine work organizations. It also hopes to contribute to researches being conducted in universities and colleges and provide knowledge to students and professors specializing in Human Resource Management. Philippine organizations, both from the private and public organizations will greatly benefit from this study to show them the importance of planning ahead in terms of manpower pooling and enhancing management's commitment to employee's development and career progression. In the same way, it will raise awareness in the pitfalls being encountered by some Philippine organizations and how the employees perceive their organization as a whole. Lastly, the Study hopes to benefit policy-makers in government/non-governmental organizations, in the community-based organizations so that they are able to see their employees as valued assets and that human resource succession planning should be a vital tool to an organization's viability.

## **CHAPTER 2**

### **LITERATURE REVIEW**

The first part covers the following areas of the study: the first part presents the theoretical review of the study. The second part looks into the empirical review of the study or that which is observed or experienced. The third part of the study expounds on the literature gaps covered by the study. The last part, provides a conceptual framework that will provide a backbone to the study.

#### **2.1 Definition of the key terms**

This part provides a definition of important terms that have been continuously discussed in this paper. Terms like succession planning, human resources, human resource management and human resource management defined in different perspectives.

##### **2.1.1 Succession planning**

Succession planning refers to the process of identifying employees who have the potential to assume key positions in the organization and preparing them for these positions (Belcourt and McBey, 2007). If a pool of talents have been identified, management programs should be able to develop these talents. Likewise, succession planning defined as “deliberate and systematic effort by an organization to ensure leadership continuity in key positions, retain and develop intellectual and knowledge capital for the future and encourage individual” (Rothwell, 2010). In this times, succession planning is no longer only directed to top executives and managers, it also meant to address every job in the organization with more employees getting involved in the company’s decision-making process.

##### **2.1.2 Human Resources**

Tracey (2003) includes human resources in textual glosses that describe human resources as ‘those people who help and control an organization. Human resources is a terminology that describes the people that work for and in behalf of an

organization. It is also pertinent to the condition of handling the staff of an organization. However, in the 1990's a new approach has tagged the workforce as human capital. This way that account the workforce as a benefit rather than expense, critical for an organization's competitive benefit, assuming that progression of human capital that provides learning and development chances that direct to better performance of organization. Finally, the recent meaning of human resource for the recent years in vogue whereas work staff as human operative just to apply the knowledge centric detail economy has increased human resources importance more than before. Today's organizations have thought about their organization's wisdom, expertise, and capabilities are present within their employees, not like other resources, human resources have learned and improved with their experience and age. Rising and more better work opportunities have lead to insufficient talents, therefore organizations is in stable competition to develop human assets.

### **2.1.3 Human Resource Management**

Human Resource Management as defined by Armstrong (2003) in handbook of personnel Management, states that in achieving a plan and logical approach to the organization management most valued benefits. Every single people here who work to help tin achieving its obejectives." Human Resource Management hopes to achieve the organization's vision and mission through employee performance.

## **2.2. Theoretical Framework of Succession Planning**

### **2.2.1 Systems Theory**

Bertalanffy (1950) is generally regarded as the founder of "systems theory" and the broad sweep of its applications for almost all disciplines, the natural as well as the social sciences. This theory has had a significant effect on the science of management science and the principles of managing an organization. A system is made up of parts that work together to accomplish an overall goal. If we remove one part of the system, the nature of the system is likewise changed. . A system can be viewed as having inputs, i.e. raw materials, money, technologies, and people); processes i.e. , planning, organizing, motivating, controlling; outputs i.e. products,



services and outcomes i.e. better quality of life, increased productivity, better products for customers. In turn, this system itself provides feedback to each other to maximize work output.

### **2.2.2 Contingency Theory**

Developed by Fred Fiedler in the late 1960s, the contingency theory states that the effectiveness of leadership styles depends on the situation. Contingency theory asserts that when managers make a decision, they must look into all the aspects of the current situation and act on those aspects that are key to the situation at hand. An example would be, if a Filipino general is leading against an insurgency group in the Mindanao region, an autocratic style is probably best. If one is leading a hospital or university, a participative and facilitative leadership style will probably work best in the situation.

### **2.2.3 Chaos Theory**

Chaos theory is advocated by Tom Peters (1942). As chaotic and random as global events seem today, they are equally chaotic in organizations. For many decades, corporate leaders have acted on the basis the organization's structure can be controlled. Thus this theory labelled as chaos theory, has emerged to recognize that events are rarely controlled. Chaos theorists believe that systems naturally go to a complexity stage and that they eventually become more volatile and goes through a process of expending more energy to maintain that complexity. In the process, they seek more structure to maintain stability until the system splits or may combine with another complex system or may eventually fall apart. In this unfortunate scenario, an effective manager is needed to prevent an eventual collapse of the system.

### **2.2.4 Team Building Approach or theory**

This theory mainly look into the importance of teamwork in the viability of an organization. It emphasizes quality circles, best practices, and continuous improvement and flattening of the organization's pyramid structure to reduce the levels of hierarchy. Finally, team building theory in essence is involving more

people at all levels in the organization's decision-making process or consensus management.

### **2.2.5 Resource Based Theory**

This theory is an instrument of business management used to find the essential resources that is available for a company. The basic principle of the Resource Based Theory is that the foundation for a competitive benefit of a company stays originally in the application in a lot of resources that is valuable at the firm's disposition (Wernerfelt, 1984; Rumelt 1984). To change a short-term competitive benefit into satisfy competitive benefit must have these resources that are heterogeneous in character and not be ideally mobile (Peteraf, 1993). this change into worthy resources that are neither ideally capable nor exchangeable without exertion (Barney, 1991). When the state above are provided, the resources of the company can help in conserving over average returns.

### **2.3. Empirical Literature**

A case study on the importance of maintaining a manpower pool of qualified employees is that of The State Bank of Pakistan. Zafar et al (2010) analysed an e-human resource management practice which exemplifies the rise of organizational networks with a great dependence on their list of qualified and committed employees. Hence, in today's economy and technology changes, the need for e-HRM has become imperative to meet the human resource challenges of the 21st century. Although Pakistan, is on its early stage of developing the E-human resource management, there is also an equally evolving change happening in its Information Technology system. Eventually, the goal is to adopt an IT system that will cater to the needs of the Human Resource Management. The system should incorporate in its database vital talent information like educational background and continuing studies, performance evaluation and assessment, demographics, work experience and career interests. Richardson (2006) researched on recruitment strategies by looking at managing/effecting the recruitment process and argued that recruitment as a human resource management function is one of the activities that critically impacts the performance of an organization. Institutions, organizations, agencies have failed to

identify effective hiring strategies despite the realization that this will affect organizational performance and limit the achievement of goals. The Philippines has a tremendous pool of qualified employees enough to meet the demands of an increasingly productive organization, however it seems like these organizations are unable to formulate an exact strategy to keep these people. This study aims to discuss some of the strategies that organizations can utilize to ensure the existence of the best possible pool of qualified applicants from which they can fill vacancies as needed. It likewise hopes to highlight the advantages of each of the strategies, show the drawbacks of its use and offer suggestions. Jackson and Schular (1990) researched on human resource planning and states that human resource planning has traditionally been used by organizations to ensure that the right person is in the right job at the right time and that focusing on planning by human resource, stated mostly by line management matters. Human resource planning in big organizations are now being adopted to environmental instability, demographic shifts, technology change, and increased international competitions. In addition, both the government and private organizations are slowly realigning their long-term goals to the short objectives. Big businesses have been employing human resource planners for the sole of purpose of tracing the direction of the business. Kiyonaga (2004) wrote an article on this, "this day is the tomorrow that you are worried about yesterday: converging the challenges of a shifting labour force. He discuss that the labour force of succession planning is need by having a meaningful influence on the management function of human resources, specifically in the public organization. In the Philippine public sector who in the past has solely relied on a standard scheduled exam called the Civil Service Examination and qualified lists in which they will cover up the vacancies, the future may be dissimilar. As the tools may change, Its the way we apply them can also have too. A question that can access is whether succession planning and workforce is just a job of an HR, a work of administrator or those might be shared of both. Sucession planning and Work force claims a a best way of planning which is still new to some numerous public organizations . The best way to the labour force want to talk about global conclusion that affects the supplies of manpower will need proficiency of human resource to perform as an internal advisers. This will expand HR's role and its usefulness to line managers. Narayan

(2010) Accounting of human resource that is probed as the new idea in the period of Globalization and pertain that human resource is the most important of every organizations, it as also assured that there is an existence of relationship between physical resources and financial regarding the accomplishment of organizational aim and goals. Commonly, the moral rule of accounting, Assets of financial are counted in account books but not the human capital. Although Human Resource Accounting (HRA) was already presented long time ago in 1968, in Michigan USA, it only started gaining popularity in India recently. Mahalingam (2001, p. 19) notes that “Pundits of today assert that while the other forms of capital, including material, equipment, tools and technology, only represent inert potentialities, it is the human capital that converts this potential and energizes the creation of wealth.” Human Resource Accounting denotes that the act of quantifying/ quantification of Human Resources as skills, education, motivation, work experience, training and knowledge should be measured in equal importance as Tangible assets like, structure, land, instrument and plants. Therefore, on same way the human resources need to be assessed, write down in the books, handled and disclosed in the financial report. In this document the writer has detailed discussed the purpose and HRA process in the Indian context. Porkiani et (2010) reviewed succession planning in Iranian governmental agencies and argued that it was becoming increasingly challenging for organizations to obtain qualified and talented staff. Their research has surveyed organizational requirements in Iranian governmental agencies and their relation to the implementation of succession planning by using descriptive methods with correlation. The statistical population consisted of experts and managers of Iranian governmental agencies, with data collection questionnaires. Conclusion of this study showed: Organization requirements including manager’s commitment, organizational culture, organizational readiness and managers’ competencies are important dimensions in effective succession planning. Another important contributor in this field, Novak (2007) who wrote a paper on competency-based succession planning: a strategic approach to addressing human capital challenges. He argues on the increasing popularity of a competency-based management in business management literature. The industrial base of many countries has become supplanted by the “knowledge economy,” “information age,” or “post-industrial society,” and slowly intellectual

capital became the key differentiating factor for organizations. Organizations are now finding ways of identifying, quantifying, measuring, assessing, and enhancing their intellectual capital assets to ensure success and viability of their companies. This is called competency-based management. Kreitzer and others (2008) argued that workforce planning was a broad strategy that influenced departments, divisions, or agency's entire workforce. Human Resources (IPMA or International Public Management Association) describes, labour force planning is "the strategic alignment of an organization's human capital with its business direction." Here they discussed the analysis of current workforce with the future workforce and determining the gaps that will exist as caused by deficits in employee skills. Although this is just a small part of the planning strategy, it should work in tandem with a knowledge transfer concept. This concept states that knowledge of current leaders will be shared to future leaders during retirement, promotion or other attrition. Building a leadership bench becomes a top priority hence employees feel valued when they are aware that the company cares about their future. It further leaves a "feel good" impression on the departing employee when they know that they are leaving the company in good hands and has successfully passed the torch. Clieaf(1995) wrote on executive resource and the changing role of the board in leadership assessment, executive talent succession planning: reengineered for the twenty-first century. The "activist" approach to succession and executive development is now considered in the top five priorities for many chief executive officers. Therefore, we need to reengineer our replacement planning, staffing, talent development and performance management processes into one integrated process. In researches done by North America's top companies, it discusses a changing role played by the board in leadership assessment and chief executive officer selection. It also discusses why the business context should be the base of an effective talent pool, offered options for executive resourcing process design, discusses how behaviour and leadership change by work level. Daryani et al (2010) Study on building of family businesses and factors in underdeveloped countries: A case report fabric industries and Iran's oil. The study aimed to see the effects of familial factors like relationships, goals, resources, vision, size and tension in the existence of a family business. The data were derived from executives/owners of industrial businesses (family owned or otherwise) in oil and

textile organizations of Iran based on structured questionnaires. The study revealed that there are familial factors that are affective in nature like relationships, goals, vision and there are non-affective factors like size and disagreement which are affective or not to the creation of a family business. Williams (2008) Do a research to study executive positions in the six institutional Health boards in accordance with the Labrador Health Boards Association (NLHBA) and new found land, to define the possible departures of corporate managers because of Standard retirement as well as early retirement. The study composed of forty-one executive managers who answered a survey with details on length of service in the health sector and length of time in current post. Findings showed that fifty-four point five (54.5) per cent of the managers have been in their current position for more than five years while one hundred per cent had more than five years experience in the health system. For normal retirement age (described as normal retirement age without deduction in pension); twenty-two per cent of those in executive post will retire within the next ten years. However, others have an option to retire early with reduced pension (fifty-four per cent eligible to retire in ten years and twenty-eight per cent in three years). Important issues need to be considered when developing succession plans for executive positions in the health sector considering compensation. First, there is very limited supply of middle managers in the health sector willing to advance to an executive rank given limited remuneration but with increased accountability. Second, political influence is also a main concern aside from limited pay. Succession planning in the health sector have revealed that there are only a limited number of Health employers adhering to succession planning; those who adhere to succession planning may have done so in limited capacity. The research has likewise included in the final section, several recommendations such as the Health Board assuming a role of encouraging other health organizations to engage in succession planning activities. Also, that the Treasury Board must have a shared commitment to the goals of succession planning within the Health Department as a whole. Kumar and Garg (2010) make a review article regarding the effect of recruitment in online on recruitment performance. They discovered out that in the future, highly competitive organizations need to attract and sustain outstanding employees to be “in” the market. In recent times, the internet has the widest reach to a larger number of candidates.

However, even if the web remains to be a “hot” recruitment tool, traditional methods like the newspaper is still a good medium to attract job-seekers. Executive and managerial applicants continue to look for job posts in national newspapers. Wennberg and his colleagues (2010) wrote on succession in private sector as an entrepreneurial process. They described succession planning serves as the entrepreneurial entry and exit; research aims to incorporate family business research and entrepreneurship. The group gave a complete study of succession planning studies in the past 35 years which also described seven clusters by which succession could be clearly understood as an entrepreneurial process. The study also looked into the theoretical, conceptual and the methodological means by which succession planning could be integrated into studies in family business and entrepreneurship. Farashah et al (2011) also made a research of outcome and succession planning on employee job behaviors of Iranian governmental organizations. Research view into the outcome of succession planning as interposing element on job behaviors in the structure of organization. The study chose the best practices in succession planning and the level of compliance to succession planning by the organizations through the use of a 22-item structured questionnaire. 152 senior managers holding key positions in 23 government institutions in Iran were used as subjects for the study. The result of the study showed: satisfaction after promotion, perception of success in chosen career and perception of job plateau were the top 3 career attitudes. Further, the extensiveness of succession planning is directly linked to career success and satisfaction after promotion. Perception of a job plateau is not directly related to extensiveness of succession planning. Vikström and Westerberg (2008) studied succession in small family business which could be used to find the key to sustainability in larger firms and also to aid regional growth. In this study 55 small family firms that underwent leadership succession were surveyed and the theoretical concept used was by Aizen, the Theory of planned Behaviour (TbP). The study viewed into leadership succession components that is connected to behaviors, norms and perceived behavioural control of the leaders of the family firm and how well above factors could affect performance in post-transition. The most powerful outcome were form for factors connected to have a perception of their ability to carry a given behavior and attitudes. Erasmus (2009) reviewed the effectual of the

succession planning in SARS enforcement in Port Elizabeth. The study researched the succession planning applicability to the survival of the organization, where in it is highly dependent on a continual supply of skillful and expert managers, including strategies that can be implemented to manage succession planning effectively. A literature review was conducted to get the views on different succession models so that they could develop guidelines for SARS Enforcement Port Elizabeth. The Human Resource Manager and managers from varied departments were interviewed and were asked to finish a questionnaire to know the present practices of succession planning. Prior to this, a pilot project was made to know the connection of the study to the questions's problem and to confirm if the questionnaires will be very easy to acknowledge. Based on the response of the respondents and assimilate to the written works study, suggestions and judgment were attained. Weekley (2005) his study of "succession planning: answers and issues", commendation that the concept of succession planning was developed by Human Resource professionals with mandate from the Chief Executive Officer (CEO). A strategy has been formulated for the succession plan to proceed. First, the CEO must support the idea and should be an active member. Second, direct manager should hold the process and human resource perform a back up role. Third, spaces between the present and future expertise must have should be known. Fourth, succession planning should be correspond with other programs of companies. Fifth, jobholder must be responsible of the succession planning they've had and concentrate on the process of selecting. Finally, process should be analyze frequently. Hills (2009) compose a paper to confirm whichever it is smart talent management or succession planning that is way more efficient. The objective of the research was to identify succession planning, identify the advantages/disadvantages of buying-in or building talents within the organization. This was supported by Blessing White (2008) global survey to examine the pros and cons of company-borne talents versus buying-in talents from other companies so that the company is assured of the right employees at the right place of work at the appropriate time. The study offers five strategies for an effective succession planning, namely: ranging of the succession planning with the business technique, evaluating potential of the leadership, incorporate talent in the planning stage, combine growth, expertise, leading, practicing and succession must be cast by a wider net. Kabene et



al (2006) searched the progression of human resource function in the Health Area in the Philippines. The studied noted the great impact that human resource plays on the implementation of health reform programs. In the shortage of manpower due to lack of succession planning, a number of health facilities have resorted to outsourcing of services. Additional measures to alleviate manpower shortage include: contracting-out, performance contracts and internal contracting. To attract employees, health care facilities initiate reform programs to increase equity and fairness; strategies includes implementation of a financial protection mechanism and targeting specific needs of specific groups. Human resource professionals are faced with great obstacles in an attempt to deliver fast, efficient and quality health services. Obstacles ranging from low budget, imbalance between stakeholder's values, absenteeism, high turnover due to migration issues and low morale among workers. Since all healthcare services are delivered by people, an efficient manpower planning will be a key factor in health care reforms.

#### **2.4. Study Gaps**

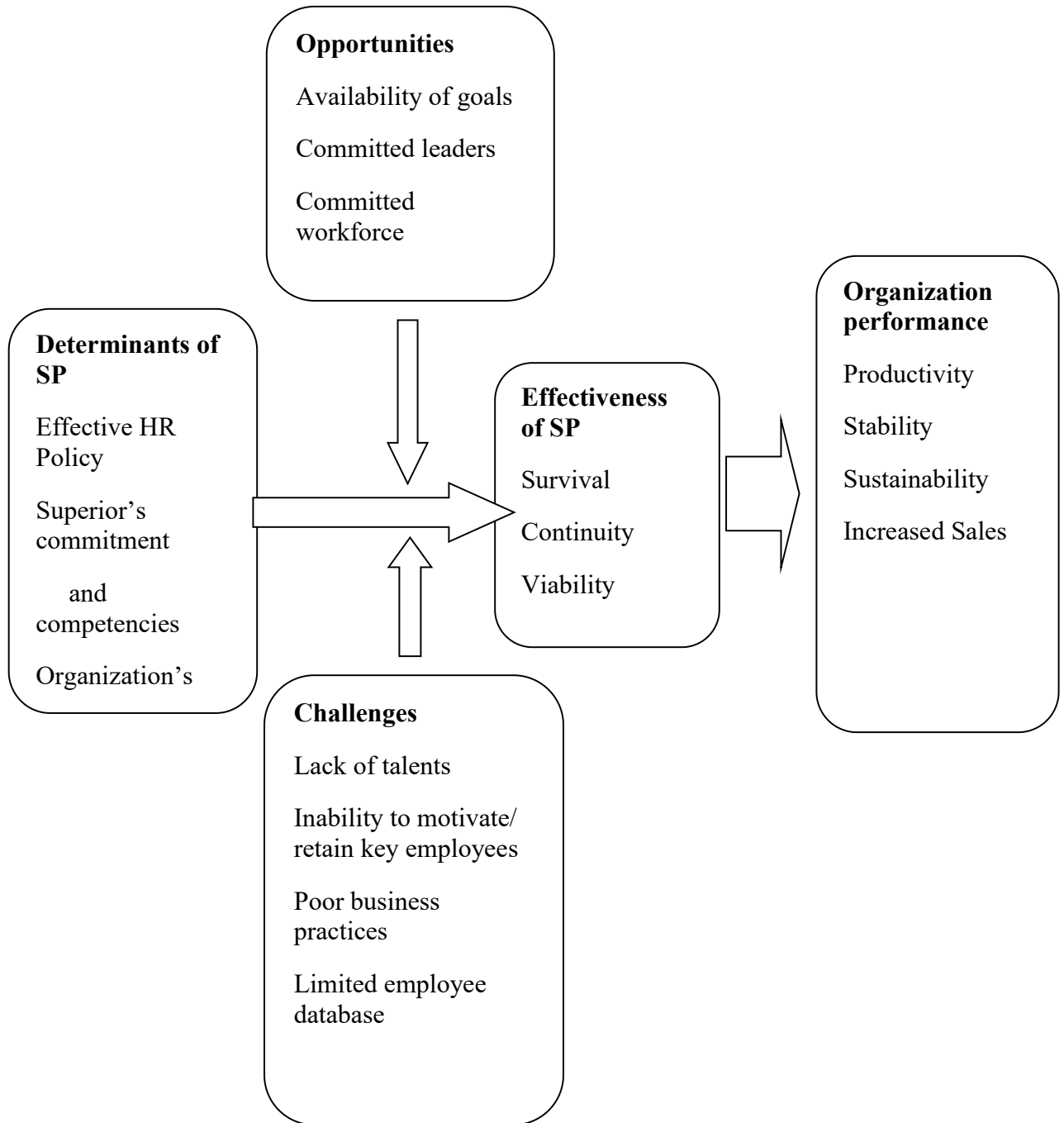
Human Resource Succession planning has passed through extensive researches, however gaps exist and needing further studies. Erasmus in 2009 has done extensive studies on the efficiency of succession planning in SARS (South African Revenue Services) enforcement in Port Elizabeth. The study highlighted the relevance of succession planning for the survival of an organization which is dependent on a steady supply of competent, skilled and well-trained managers. Admittedly, we cannot compare Port Elizabeth and the Philippines. Factors like work and political environment, economic condition, government support and programs, people's attitude towards work and development. Vikström and Westerberg (2008) made a study regarding the succession in small family interest as can be a passport to supportable for the each and everyone firm but similarly to regional development. The companies being studied are both large public and private organizations. Farashah et al (2011) did a study on the succession planning and the effect on worker's attitude towards his career in an Iranian government company. Daryani et al (2010) study on family component and the rise of business of the families in developing countries: A report study of oil in IRAN and industry of textile. Williams

(2008) manage a study which desires to analyze the top administrative positions within a conventional health boards together with the Labrador Health Boards Association (NLHBA) and New FoundLand, to be able to identify possible pfficial's departure connected to usual retirement or prior retirement. Zafar et al (2010) checked into the E-Human Resource Management Practices: A Report Study of the State Bank of Pakistan. Therefore, in spite of the varied studies made associated with succession planning, very limited are being done to appraise the status of succession planning within the Philippine work organizations. This study hopes to fill existing gaps on the succession planning standards in the Philippine companies. By filling the gaps on the limited knowledge on this issue, this study aims to address current issues on manpower resourcing, to provide recommendations on how to address shortage of manpower skills and knowledge, provide strategies on sustaining manpower to keep up with changing times. Finally, this research intends to fill gaps by prior researchers on the dilemma faced by public and private organizations in the Philippines due to failed succession planning programs.

## **2.5 Research Model**

The research is supported by the researcher's conceptual model because it will be patterned after varying factors that affect human resource planning specifically manpower succession in both public and private companies in the Philippines. The model will include factors relevant to succession planning like, effectiveness of this plan, challenges that faces succession planning, organization's performance level, sustainability of the plan and available opportunities to enhance succession planning in the organization and the Philippines as a whole. The success of manpower planning is determined by:effective HR policies, superior's commitment and competence, organizational culture and readiness.Challenges that face succession planning: lack of talents, inability to motivate/sustain key employees, poor business practice, limited employee database, inability to address future needs. Positive consequence of succession planning: productivity, stability, sustainability and increased sales.

**Figure 2. 1: Manpower Succession Planning Model**



Source:Developed by Researcher,2017

## **CHAPTER 3**

### **METHODOLOGY AND RESEARCH DESIGN**

This section discuss about data and sampling, process of data collection, which includes tools used and methods of data analysis also as section of analysis.

#### **3.1. Data and Sample**

Per (Marczyk, et al., 2005), this step will determine the specific population under study so that an appropriate sample could be identified and the basis that is going to be used to choose the sample can be determined. The study focused on the two prior batches of employees in the chosen firms. The initial batch was randomly chosen from the organization's management team while the second group was likewise randomly picked from the persisting job holders who were not either in a management of superior nor inferior post. It's study was a collection of information gathered from sixty (60) randomly chosen employees from selected organizations, from the management team and employees who were not in any management cadres. Varied sampling techniques were utilized to match the intent of this study: stratified, cluster, random sampling strategy. The ideal population was arranged the basis includes: Gender, age, background of education, job experience and legal status; randomly selected and clustered according to status. Primary and secondary data were collected accordingly.

##### **3.1.1. Primary Data**

The primary source of information were data from the field and sample population utilizing survey and structured questionnaires, interviews from key informants. The Data was anticipated from the primary groups as cited earlier i.e. chosen administration organization crew and jobholders who were not having any other managerial positions.

### **3.1.2. Secondary Data**

This study wherein secondary data were gathered from journals, books, newspapers and reports both not published and published, also from references on online.

### **3.2. Data Collection Instruments**

Questionnaires used for data gathering were both structured and unstructured questionnaires. Keya, et al (1989) describe that the questionnaire are the cluster of questions that are overpower to find the goals of the poll. The set of questionnaires were made in such a manner that will avoid biased answers from respondents favouring the objectives of this research. The questions were likewise set in accordance with the status of the targeted audience. It was finalised by the the person who did the research will aim so it will encourage truthful response, concise, without biases, opinions or integration of attitudes, aimed to address a specific purpose, information readily available within a short time, economically viable as it could be sent to respondent via mail.

### **3.3. Methods of Data Analysis**

Quantitative strategy was applied on data analysis, specifically Statistical Package for Social Sciences. Data were interpreted based on the arguments quality made instead of the number of people who responded with the similar opinion. Similar answers were integrated in order to minimize the job of analysing every single question sheet. Interview process were meant to let the researcher to search the employee's perspective. Perspective of the person is assumed to be true, meaningful, doable and explicit. Data analysis is the very important object understudy. The principal means of collecting data was through a survey of the difficulties faced by the principle of manpower succession planning in the organizations under study. The sixty company leaders were selected from the thirteen Philippine companies both from the public and private organizations. Some of the companies originally chosen for this research but failed to see the relevance of this study were replaced by other companies who believed in the benefits of manpower succession planning.

### 3.4. Validity and Reliability of Data

It is argued that for a study to be reliable and conclusive, then random sampler wherever possible, appropriate sample sizes, un-biasness are important to seek certain results. To ensure validity, this study employed a random sample which was appropriate and unbiased and followed specific guidelines. In terms of reliability the questionnaire were carefully designed and well-structured through the help of the supervisor. Also, questionnaires were presented and errors were corrected. The reliability and validity of the questionnaire were analyzed using the spss software. The Cronbach's Alpha is 0.821.

<b>Reliability Statistics</b>	
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
.821	.827

<b>KMO and Bartlett Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.848
Bartlett's Test of Sphericity	Approx. Chi-Square	149.093
	df	28
	Sig.	.000

## **CHAPTER 4**

### **STUDY FINDINGS, ANALYSIS AND DISCUSSIONS**

The chapter discusses the result of the study, evaluates the findings and discussion with key informants based on the objective and purpose of this research. All the information presented in this chapter were solely derived from the respondents' answers to the questionnaires, response given by key informants during the interview process and documents on This chapter presents the findings of the study, analysis of the findings and discussion as per the objective of the study as explained in chapter one. The information presented in this chapter relied heavily on questionnaires, interviews conducted with key informants and prior studies of this nature.

#### **4.1 Data Presentation**

The section aims to discuss the respondents' profile as this will establish the extent of judgement, one might have in the area of study. Included in the respondent's profile: sex, age, marital status, educational level and working experience of each respondents in their respective organizations.

##### **4.1.1 Statistical Description of the Respondents**

The section will illustrate in statistical form (percentage or whatever may be applicable) the respondents profile.

###### **4.1.1.1 Organization of the respondents**

The study aimed to confirm whether different organizations are aware of the human resource succession planning and if so, do they practice this in their daily operations. A number of organizations were chosen for the purpose of this study and it indicated that the following organizations including public and private were surveyed during this study. Table 4.1 below shows that 9 (15%) of the respondents were from Hinduja Global. 5 (8.3%) of the respondents were from Fatima University, ARESKO Drug, FERN, Teletech, Dona Rosario Elem School and Southgate

Recruitment respectively as indicated in the table below. 3 (5%) were from Medically Phils. 7 (11.7%) of the respondents were from the Rebisco Biscuits. 4 (6.7%) of the respondents were from Watson's Drug Novaliches and UHG. 2 (3.3%) of the respondents were from Development Bank of the Phils. Only 1 (1.7%) of the respondent was from the Grace Montessori School. Statistics show that despite the challenges in getting the information from a number of selected organizations for the study, a representative sample were obtained. Most of the respondents were from Hinduja Global and Rebisco Biscuits. The rationale behind this is because my mother-in-law works in Hinduja Global and Rebisco Biscuit's proximity to my wife's place of residence in the Philippines. This simplified the questionnaire distribution process and collection of questionnaires. Circumstances beyond the researchers control were companies who did not cooperate with the survey and interviews and employees who failed to return the questionnaires on time.

**Table 4.1: Organizations of the Respondents (Source: Field data (2017))**

<b>Organization of the respondents</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Hinduja Global Solutions	9	15.0	15.0	15.0
Fatima University	5	8.3	8.3	23.3
ARESCO Drug Corp.	5	8.3	8.3	31.7
Medically Phils	3	5.0	5.0	36.7
Far Eastern University (FERN)	5	8.3	8.3	45.0
Teletech	5	8.3	8.3	53.3
Rebisco Biscuits (Admin)	7	11.7	11.7	65.0
Dona Rosario Elem School	5	8.3	8.3	73.3
Grace Montessori School	1	1.7	1.7	75.0
Watson's Drug Novaliches	4	6.7	6.7	81.7
Development Bank of the Phils.	2	3.3	3.3	85.0
United Health Groups	4	6.7	6.7	91.7
Southgate Recruitment Center	5	8.3	8.3	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	



#### 4.1.1.2 Respondents by age

Age of the respondents is of utmost importance in assessing the difficulties faced by work organizations in implementing a human resource succession planning program from a selected group of public and private organizations. The study showed that the age distribution of the respondents favoured the group between 31-40 years which comprised 29 (48.3%) of the total respondents. The statistical data show that the selected companies preferred the age group between 31 to 40 years. The two companies are relatively young private companies which employed their man power under the contract of permanent and pensionable. Permanent and pensionable allows employees to feel their employments are secured. Likewise, private organizations have relatively better remunerations to the employees. Hence, they did not see any need of leaving their jobs.

**Table 4.2: Respondents by age**

<b>Age of respondents</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid percent</b>	<b>Cumulative percent</b>
20 to 30 years	11	18.3	18.3	18.3
31-40 years	29	48.3	48.3	86.7
41-50 years	12	20.0	20.0	38.3
51-60 years	8	13.3	13.3	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data (2017)**

#### 4.1.1.3 Respondents by sex

The study looked into the sex distribution of respondents to ascertain that both sexes are represented equally in this study. Table 4.3 presents sex distribution of the sample for this research. The number of female and male respondents were almost equal in percentage, with the male population getting a slight edge over the female group 53.3% versus 46.7%. The number indicate that most organizations in the Philippines recognize the female population as equally competent and skilled as the female group considering that both have same level of education, skills and work experience.

**Table 4.3: Respondents by sex**

<b>Sex of the respondents</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Male	32	53.3	53.3	53.3
Female	28	46.7	46.7	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data (2017)**

#### **4.1.1.4 Respondents by Marital Status**

The study considers marital status an important element in this survey. Based on the study and data gathered: 11 (18.3%) of total respondents were single, 44 (73.3%) were married, 2 (3.3%) were separated and 3(5%) of the respondents were widows/widowers. The figure reveals that since most of the respondents are within the 31-40 age group, presumably most men and women within this age bracket are already married. Majority of the workers under study are married but the study did not classify if they have dependents. (Table 4.4).

**Table 4.4: Marital Status**

<b>Marital status</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid percent</b>	<b>Cumulative percent</b>
Single	11	18.3	18.3	18.3
Married	44	73.3	73.3	91.7
Separated	2	3.3	3.3	95.0
Widow/widower	3	5.0	5.0	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data (2017)**

#### **4.1.1.5 Respondents by Education Level**

Educational level is a vital factor in assessing the challenges of human resource succession planning in Philippine work organizations. The reason for this is

that education plays a crucial role in enabling respondents to answer the different questions that faces human resource succession planning in the Philippine work organizations. The research noted that 60 (100%) of the employees were college graduates, 40 (66.7%) were college graduates or degree holders. 14 (23.3%) even had masteral qualifications. 6 (10%) of the respondents who were from the HGS group had double degree.

**Table 4.5: Education Level**

<b>Education Level</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Undergraduate	0	0	0	0
College Graduate	40	66.7	66.7	75.0
Masters degree	14	23.3	23.3	98.3
PhD or double degree	6	10.0	10.0	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data (2017)**

#### **4.1.1.6 Respondents by Work Experience**

Work experience is a vital factor in an employee’s career development prospect. The statistics Show that 17 (28.3%) worked with their respective organizations for a period of less than four years. 22 (36.7%) worked between five and ten years with the respective organizations. 3(5%) of the respondents have been with their current employers for 11 to 14 years. 18 (30%) of the remaining group worked for their organizations for more than 14 years. The statistics reveal that there were a good number of employees who had between 5-10 years to over 14 years of experience in their jobs. Likewise, there is a balance of well-experienced employees to less experienced ones in the selected organizations. It might be good to note as well, that respondents appear to have had succession planning programs with their companies considering their length of stay.

**Table 4.6: Working experience of the respondents**

<b>Work experience</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid percent</b>	<b>Cumulative percent</b>
Less than 4 years	17	28.3	28.3	28.3
5-10 years	22	36.7	36.7	65.0
11-14 years	3	5.0	5.0	70.0
Above 14 years	18	30.0	30.0	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data (2017)**

#### **4.1.1.7 Respondents by department**

Knowing the respective department the respondents are assigned to, will be an important factor in assessing their level of understanding about the term “succession planning,” and understanding the challenges faced in conducting this human resource program. Considering work assignment of the respondents is vital because employees will have different perception of the term “succession planning” within their organization. Since “succession planning” is a human resource terminology, respondents from other departments were briefly coached on the meaning of the jargon. The research showed that 16 (26.7%) of the respondents were from the human resource management group of the selected companies. 15 (25%) of the respondents were from the Accounting Department. 4 (6.7%) of the employees were from the Logistics department. 14 (23.3%) of the respondents were from operations departments which included supervisors in the production area and call center personnels. 6 (10%) of the respondents were from Sales. 5 (8.3%) of the remaining respondents were internal auditors. Hence, statistics show that a good combination of varied departments were consulted on the issue at hand. The greater number of respondents which was derived from the human resource group was only coincidental and not planned; the human resource department is the point of contact prior to conducting any survey for all the companies involved in this study. The statistics show that the greatest number of respondents have a clear view of how succession planning works and how it benefits the company. The table below summarizes the findings.

**Table 4.7: Respondents departments**

<b>Department</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
HRM	16	26.7	26.7	26.7
Accounting	15	25.0	25.0	51.7
Logistics	4	6.7	6.7	58.3
Operations	14	23.3	23.3	81.7
Sales	6	10.0	10.0	91.7
Auditors	5	8.3	8.3	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data (2017)**

#### **4.1.2 Analysis and discussion of the findings**

The following topics were discussed and analysed for the purpose of this study: extent of human resource succession planning in the Philippine work environment; the challenges that this pose in Philippine work organizations; factors that influence succession planning in the Philippine work organizations; strategies to encourage the application of succession planning.

##### **4.1.2.1 Findings on the extent of human resources succession planning activities in Philippine work organizations**

This section presented: the company's level of awareness of what succession planning is about; how the company practices succession planning including the level of succession planning for each organization; how frequent succession planning is being used in each organization as well as how the companies perceive succession planning.

###### **4.1.2.1.1 Awareness of Succession Planning**

This research wanted to find out the level of awareness of the employees on the concept of human resource succession planning and how it operates. The study

showed that 13 (21.7%) of the total respondents were aware of the concept of succession planning and how it works. A large part of the group, 44 (73.3%) however, had no knowledge on what succession planning is and how it works in their organization. Only 3 (5%) did not understand what the question was about. Amazingly, statistics show that although a great percentage of the respondents were from the human resource group, more than half of them had no knowledge of the concept of succession planning.

**Table 4.8: Awareness of succession planning**

<b>Knowledge of the respondents on SP</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Yes	13	21.7	21.7	95.0
No	44	73.3	73.3	73.3
I don't know	3	5.0	5.0	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data (2017)**

#### **4.1.2.1.2 Succession Planning practice**

This study wanted to find out how the employees understood succession planning and if their companies are practicing this concept. Statistics indicate that 20 (33.3%) of the respondents showed that their organizations are practising human resource succession planning. 31 (51.7%) stated that the organization has never conducted a succession planning program. 9 (15%) of the respondents did not know if their companies practice succession planning or not. From the data above, the study implies that most of the organizations did not practice human resource succession planning and a few conducted succession planning. However, on what level succession planning is being practiced and how effective it is, remain to be answered.

**Table 4.9: Practices of Succession planning**

<b>Practises of SP in the organizations</b>	<b>Frequency</b>	<b>Percent</b>
Yes	20	33.3
No	31	51.7
I don't know	9	15.0
<b>Total</b>	<b>60</b>	<b>100.0</b>

**Source: Field data (2017)**

#### **4.1.2.1.3 The level of succession planning within the organization**

The employees were asked to choose from the statements to show their level of awareness on the implementation of “succession planning” in their companies and if their level of satisfaction on the implementation. Statistics show that only 5 (8.4%) of the respondents find a perfectly implemented succession planning being practiced in their organization. 18 (30%) of the respondents indicated that human resource succession planning in their organizations were being implemented but they are not fully satisfied on how it is being implemented. 20 (33.3%) of the respondents indicated that human resource succession planning were being done in their companies however, they are not satisfied by how it is being implemented. The remaining 17(28.3%) respondents showed that they are not even aware if their organizations have a succession planning concept in place. The statistics appear to show that a great 28.3% of the respondents did not even know if their companies practice succession planning at all.

**Table 4.10: Level of succession planning**

<b>Degree level of SP</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Perfect implementation	5	8.4	8.8	6.8
Being implemented; bit satisfied	18	30.0	30.5	37.3
Being implemented; not satisfied	20	33.3	33.9	71.2
Not aware at all	17	28.3	28.8	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data (2017)**

#### 4.1.2.1.4 Frequency of Succession planning in each organization

The study wanted to get information on the frequency that organizations conducted succession planning. Data show no organization conducts succession planning on a daily basis. 5 (8.3%) of the respondents said that their organization has succession planning weekly, monthly and annually as indicated in the table below. 3 (5%) of the respondents showed that their organizations conducted succession planning on a quarterly basis. 21 (33.3%) of the respondents indicated that their organizations conducted human succession planning at least once a year. 21 (35%) also indicated that their organizations did not have any succession planning at all. Statistics show that a great number of respondents have at least a yearly program on succession planning, however, an equally great number of the participants did not have any succession planning program at all.

**Table 4.11: Frequency of Succession planning**

<b>Frequency of Succession planning</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Daily	0	0	0	0
Weekly	5	8.3	8.3	10.0
Monthly	5	8.3	8.3	18.3
Quarterly	3	5.0	5.0	23.3
Semi-Annually	5	8.3	8.3	31.7
Annually	21	35.0	35.0	65.0
Not done at all	21	35.0	35.0	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data (2017)**

#### 4.1.2.1.5 Importance of succession planning in each organization

The study wanted to explore the importance of succession planning in each organization as perceived by each of the respondents. The levels were stratified as: very important, important or not important at all. The data showed that 42 (70%) of the respondents agreed that succession planning is “very important”. 15 (25%) of the



respondents on the other hand perceived that succession planning was “important” for the organization’s development. Finally, only 3 (5%) of the respondents viewed succession planning as “not important at all”. Hence, the research statistics showed that succession planning plays an important role for the organization’s development as perceived by 70 percent of the respondents.

**Table 4:12: Importance of succession planning**

<b>Importance of succession planning</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Very important	42	70.0	70.0	70.0
Important	15	25.0	25.0	95.0
Not important at all	3	5.0	5.0	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data (2017)**

In one of the group discussions which comprised of 8 members, 6 (75%) out of 8 or a majority of them pointed out that succession planning will make the paths for advancement visible to all employees. Further, they understand that succession planning can be a motivating factor for the employees to perform better with advancement in mind. The employees are able to see outright where their role will fit within the larger context of the organization. Further, and succession planning will provide the means to achieve company goals and objectives. The respondents realize that goals could not be achieved without employees that have the right skills, experience, training that could be utilized to achieve the company’s mission and vision.

Key informants from the organizations being surveyed (senior and human resource professionals) has valuable information on succession planning. They contended that an effective succession planning program can create pathways for candidate selection by matching employee’s talent and skills with the organization’s need for their service It is also a means to monitor employee performance and a path to professional development.

The study findings are supported by the study of Crumpacker and Crumpacker (2007) who contended that succession planning has become an important company managed incentive around the world. They noted, that for some companies, succession planning becomes a strategic process that can minimize leadership gaps for critical positions; provides opportunities for talents to develop the skills necessary for future roles. With other companies, succession planning becomes a struggle, viewed as an administrative exercise rather than a competitive advantage.

The study findings further replicate what was revealed by Erasmus (2009) when researched on the effectiveness of succession planning in SARS enforcement in Port Elizabeth. Erasmus' study provided the importance of succession planning for the organizations' survival, which depended a great deal on a continuous supply of competent, experienced and well trained managers. In addition to that Kreitzer et al (2008) argued that workforce planning was a very broad strategy that impacts departments, divisions, agencies, units of an entirely huge organization. Succession planning works hand in hand with knowledge transfer concepts, since developing new leaders would mean that the knowledge of current leaders should be shared before retirement or promotion with those who will follow in their footsteps.

This study is further supported by that of Jackson and Schular (1990), which revealed that planning for succession will ensure employees to have the skills and competencies business needs to succeed. An HR plan works hand in hand with business plan to determine the resources needed to achieve the business's goals. They contended that human resource planning has traditionally been used by organizations to ensure that the right person is in the right job at the right time. Further, they stated that under prior conditions of a relatively certain and stable business scenario, human resources focused on short term goals dictated largely by line management concerns.

#### **4.1.2.2 Findings on the challenges facing human resources succession planning in the Philippine work organizations**

Awareness of the challenges by each organization, inefficient business practices, a non-workable company vision, inactive periodical succession plan are discussed under this part to be among the challenges faced by the human resource

department in implementing a succession planning program in the Philippine work organizations.

#### **4.1.2.2.1 Awareness of Succession Planning challenges available in each organization**

The study wanted to verify the knowledge of the respondents on different challenges being faced by human resource succession planning in organizations being surveyed. Data appears that 33 (55%) of the respondents were aware that there are challenges being faced by human resource succession planning in the surveyed organizations. 3 (5%) did not think that human resource succession planning in the selected organizations faced any challenge. Of significant value is that 24 (40%) of the respondents did not know anything about the existence of a succession planning concept. The study findings show that half of the respondents were knowledgeable on different challenges faced by succession planning in their organizations. However, the concept of human resource succession planning was new to a large number of the respondents as illustrated in the table below. In summary, since the awareness on the concept itself was a problem to the employees, the implementation of succession planning in the selected organizations becomes a myth.

**Table 4.13: Challenges of SP**

<b>Awareness of SP challenges</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Yes	33	55.0	55.0	55.0
No	3	5.0	5.0	60.0
I don't know	24	40.0	40.0	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data (2017)**

#### **4.1.2.2.2 Ineffective business practices and lack of a workable company vision**

An ineffective business practice and lack of a workable company vision among the surveyed organizations are thought to be the main challenges faced by these organizations. The respondents were asked to rank how these concepts affected human resource succession planning in their respective organizations. As gathered data show, 41 (68.3%) of the respondents suggest that ineffective business practice strongly affects succession planning programs and is definitely a major challenge to face. While, 16 (26.7%) showed that ineffective business practice slightly affects carrying out of succession planning programs. . Finally, only 3 (5%) of the respondents showed that ineffective business practices had no effect to the organization succession planning among the surveyed organizations. Therefore, based on data gathering information and the response of the employees on these questions, the study confirms that effective business practices of the organizations had a positive influence on the succession planning program and vice versa.

A workable company vision was thought to be another major challenge for an effective succession planning in the surveyed organizations. Data gathered showed that 24 (40%) of the respondents indicated that the lack of a workable company vision strongly affected human resource succession planning in the surveyed organizations. 28 (46.7%) of the respondents on the other hand, showed that lack of a workable company vision slightly affected human resource succession planning and only 8 (13.3%) of the respondents argued that succession planning is not affected at all by the lack of a workable vision among the surveyed organizations. In summary, it appears that based on statistics gathered, a large number of respondents felt that the lack of a workable company vision, one way or the other has a strong effect on the implementation of a successful succession program.

**Table 4.14: Ineffective Business Practice and Lack of a Workable Company****Vision**

<b>Ineffective business practices</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly affects	41	68.3	26.7	95.0
Slightly affects	16	26.7	26.7	26.7
Not affected at all	3	5.0	5.0	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	
<b>Lack of a workable company vision</b>				
Strongly affects	24	40.0	40.0	40.0
Slightly affects	28	46.7	46.7	86.7
Not affected at all	8	13.3	13.3	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data (2017)**

Despite the numerous benefits of a formalized succession planning process, companies have failed to make it a top priority. In order to achieve results, companies needed to start with the basics, create a strong process and then invest in the tools and technology to inspire a talent development mind set in their organization. During this study, the following were raised to be among the challenges which were facing human resources succession planning in the Philippine work organizations.

During the group discussions in some of the selected organizations, participants were asked what the challenges are in human resource succession planning. They pointed out that increasing tight labour markets were among the challenges the organizations faced which lead to the initiation of the succession planning programs, particularly for the top positions. The group likewise pointed out that getting the services of employees who were talented and skilled was another challenge that the organization faced. This replicates study findings done by Porkiani et al (2010) and reviewing succession planning in Iran government agencies. They argued that it was becoming increasingly challenging for organizations to obtain qualified and talented staff and succession planning being introduced in order to

attract and employ such staff. The result of the study demonstrated a meaningful relationship between organizational requirements such as managers' commitment, organizational culture, organizational readiness, and managers' competencies with the implementation of succession planning.

Group discussion also revealed that the lack of commitment among the senior officials of the selected organizations was a serious challenge faced by human resource succession planning. Some of the respondents showed a great degree of dissatisfaction on the managerial practices towards succession planning. They confided that some senior managers were afraid in losing their positions once they have mentored their employees for the senior managerial positions. On a similar premise, Weekley (2005) in his study succession planning: issues and answers, states that the HR professionals develop the succession planning with a mandate received from the CEO; they must be an avid supporter and an active participant, the line management must own the process with HR playing a supportive role, gaps between the current and future skill requirements are to be identified, succession planning must be consistent with other programs, employees are to be held accountable for their own planning and should focus on the selection process, the planning process has to be reviewed quite often.

Key informants from the departments and directorates of human resource management and administration of the surveyed organizations admits t that succession planning of the human resource is a relatively new concept for them. This statement supports the study findings of Kiyonaga (2004) who pointed out that the need for workforce and succession planning was having a significant impact on the human resources management function particularly in the public sector. Workforce and succession planning demand a level of strategic planning that was still new to many public sector organizations. This requirement for a strategic approach to the workforce coupled with the need to address global issues affecting workforce supply will require human resources practitioners to act as internal consultants in their agencies.

### 4.1.2.3 Findings on the positive factors influencing human resources succession planning in Philippine work organizations

Sufficient talent pipeline in the selected organizations, effective business practices in the organizations, availability of effective company vision and addressing future needs of the organizations as well as active periodical succession plan in the selected organizations are discussed under this section.

#### 4.1.2.3.1 Sufficient talent pipeline in organization

The talent of the employees are likewise being assessed to confirm its impact on human resources succession planning. The employees were asked to respond on the influence of sufficient talent pipeline in the surveyed organizations. Statistical data indicate that 19 (31.7%) of the respondents showed that sufficient talent pipeline in the organization highly influenced human resource succession planning. Similarly, 19 (31.7%) of the respondents showed that sufficient talent pipeline in the surveyed organizations has a medial influence on human resource succession planning in the company. 14 (23.3%) of the respondents indicated that sufficient talent pipeline in the organizations had a low influence on human resource succession planning. The statistical data only confirms that sufficient talent pipeline within an organization highly influences human resource succession planning.

**Table 4.15: Sufficient talent pipeline in organization**

<b>Sufficient talent pipeline in the organization</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
High influence	19	31.7	31.7	31.7
Medium influence	19	31.7	31.7	63.3
Low influence	14	23.3	23.3	86.7
No influence at all	8	13.3	13.3	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data (2017)**

#### 4.1.2.3.2 Effective business practices in organization

Effective business practices of the company is another factor being considered which appears to have a positive influence on the human resources

succession planning in the Philippine work organizations. The participants were asked to rank the influence of effective business practice in organizational human resources succession planning. The study findings indicated that 30(50%) of the respondents indicated that effective business practices of the surveyed organizations has a very strong influence on human resource succession planning. 17 (28.3%) of the respondents showed that effective business practices had a strong influence on the human resource succession planning. 10 (16.7%) of the respondents indicated that effective business practice had a weak influence on the human resource succession planning while only 3 (5%) of the respondents confided that effective business practices has no influence at all in the succession planning program in their organization. The findings confirm that effective business practices in the selected organizations play an important role in implementing human resource succession planning.

**Table 4.16: Effective business practices in organization**

<b>Effective business practices</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Very strong influence	30	50.0	50.0	50.0
Strong influence	17	28.3	28.3	78.3
Weak influence	10	16.7	16.7	95.0
No influence at all	3	5.0	5.0	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data (2017)**

#### **4.1.2.3.3 Availability of a workable company vision**

Company vision was also considered to be among the positive factors influencing human resources succession planning in the Philippine work organizations but the question is whether the vision is workable. Respondents were requested to state how a workable company vision could influence human resource succession planning in their organizations. The study findings indicate that 30 (50%) of the respondents showed that a workable company vision has a very strong influence on the human resource succession planning among the selected



organizations. 10 (16.7%) of the respondents indicated that a workable company vision had a strong influence on human resource succession planning in the selected organizations. 17(28.3%) argued that a workable company vision had a weak influence on the human resource succession planning in the selected organizations and only 3(5%) of the respondents did not see any influence of company vision towards human resource succession planning. The employee’s perception that a workable company vision has no influence at all just show that, it is difficult to plan manpower requirements including succession planning of the potential employees, if the company fails to outline a workable company vision.

**Table 4.17: Availability of effective company vision**

<b>Availability of effective company vision</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Very strong influence	30	50.0	50.0	50.0
Strong influence	10	16.7	16.7	66.7
Weak influence	17	28.3	28.3	95.0
No influence at all	3	5.0	5.0	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data (2017)**

#### **4.1.2.4 Findings on the strategies for enhancing the application of human resource succession planning**

Strategies were enumerated in enhancing the application of human resource succession planning in the organizations under study. However, strategies are directly related to the following issues: first, the study aims to confirm if the respondents are even aware that strategies in enhancing succession planning are available. Second, the study wishes to assess how attracting and recruiting potential employees could enhance succession planning in the selected organizations. Third, how effective leadership development programs could enhance succession planning. Further, allocating sufficient budget for human resource development was looked into.

#### 4.1.2.4.1 Availability of organization strategies in enhancing SP

The study aimed to find strategies used by the organization in enhancing human resource succession planning. Information was obtained through seeking knowledge level of the respondents. The findings indicate that 23 (38.3%) of the respondents were aware on different strategies used by their companies in enhancing human resources succession planning. 14 (23.4%) of the respondents stated that there are no available strategies used by their organizations in enhancing human resource succession planning. Other 23 (38.3%), are unsure if the organization offers strategies for an enhanced succession planning program. From the below statistics, the study shows that the number of respondents who confirmed the availability of strategies in enhancing succession planning, balances the number of respondents who are unsure if the organization has strategies in place.

**Table 4.18: Availability of organization strategies in enhancing SP**

<b>Strategies of enhancing SP</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Yes, there are strategies	23	38.3	38.3	38.3
No, there are no strategies	14	23.4	23.3	61.7
Unsure if there are strategies	23	38.3	38.3	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data (2017)**

From the group discussions, seven (87.5%) members indicated that among the strategies used by the organizations in enhancing human resource succession planning are: participatory approach used by management in trying to install the system of succession planning, increased budget on human resources to attract the best employees from other organizations. These findings are supported by the study of Hills (2009) which revealed that five key strategies of succession planning which are: aligning succession planning with business strategy, assessing leadership potential using the 3Cs, involving the talent in the planning, mixing development, experience/coaching/training and casting a wider net for succession.

#### 4.1.2.4.2 Attracting and recruiting potential employees

Attracting and recruiting potential employees from different sources is one of the top strategies being used by the surveyed organizations in enhancing the application of human resource succession planning. The respondents indicated that attracting and recruiting potential employees' very strongly facilitated succession planning in the organizations. 31 (51.7% or more than half of the respondents) very strongly supported the above strategy in enhancing the application of human resource succession planning.

**Table 4.19: Attracting and recruiting potential employees**

<b>Attracting and retaining potential employees</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Very strong influence	31	51.7	51.7	51.7
Strong influence	19	31.7	31.7	83.3
Weak influence	10	16.7	16.7	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data (2017)**

#### 4.1.2.4.3 Effective leadership and management development

Establishing effective leadership and management development was considered to be another strategy used in enhancing the application of human resource succession planning. 39(65% which is nearly two-thirds of the respondent), argued that the strategy had very strong influence in enhancing the application of human resource succession planning in the surveyed organizations. The study findings imply that the role of effective leadership cannot be ignored for the effectiveness of human resource succession planning in any work organizations.

**Table 4.20: Effective leadership and management development**

<b>Effective leadership and management development</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Very strong influence	39	65.0	65.0	65.0
Strong influence	11	18.3	18.3	83.3
Weak influence	10	16.7	16.7	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data (2017)**

#### **4.1.2.4.4 Budget for SP**

Since succession planning requires not only human resource but more so financial resource, budget appears to be a major strategy to consider in enhancing succession planning. The respondents were asked what they thought to be the level of influence by improved budget in enhancing human resource succession planning. The findings indicate that 26 (43.3%) of the respondents showed that budget had a very strong influence on effectiveness of human resource succession planning in any work organization. 20 (33.3%) indicated that budget had a strong influence on the effectiveness of succession planning of human resources in the organizations. 14 (23.4%) of the respondents indicated that budget played weak role in enhancing application of human resource succession planning among the selected organizations. Below statistical table proves that budget is a major requirement for an enhanced succession planning program.

**Table 4.21: Budget for HRD**

<b>Budget for HRD</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Very strong influence	26	43.3	43.3	43.3
Strong influence	20	33.3	23.3	66.7
Weak influence	14	23.4	23.4	100.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data (2017)**

#### 4.1.2.4.5 Contribution of effective SP on organization performance

The respondents were asked if effective succession planning contributes to the organization performance. The aim of this question was to solicit information on their acknowledgement of human resource succession planning in their organizational performance. The study findings indicate that 43 (71.7%) of the respondents strongly agreed that effective human resource succession planning have a lot to contribute in the organization performance. 17 (28.3%) of the respondents agreed on the contribution of effective human resource succession planning to the organization performance. On a positive note, there were no respondents who disagreed on the contribution of effective human resource succession planning on the organization performance. Table 4.22 illustrates the above study findings.

**Table 4.22: Contribution of effective SP on organization performance**

<b>Contributes of SP to the organization performance</b>	<b>Frequency</b>	<b>Percent</b>
I strongly agree	43	71.7
I agree	17	28.3
I disagree	0	0
I strongly disagree	0	0
<b>Total</b>	<b>60</b>	<b>100.0</b>

**Source: Field data (2017)**

## **CHAPTER 5**

### **RECOMMENDATIONS, SUMMARY AND CONCLUSIONS**

This chapter have the conclusions, summary and recommendations areas for further study. The main goal of this study was is to impose the challenges that human resources is now facing succession planning in the Philippine work organizations, particularly in the National Capital Region.

#### **5.1 Summary**

The purpose of this study is to assess factors that is affecting succession planning in human resource in the Philippine public and private organizations. The study surveyed all respondents from the institution. The majority of the respondents were from Hinduja Global and Rebisco Biscuits. The rationale behind this was thought to be associated with the proximity from residence of the researcher and respondents and also that the researcher's relative is a regular employee of one of the surveyed companies. This simplified the exercise of questionnaires distributions and collection. Some limitations of the study was that other institution decline survey invitation while others questionnaires are not returned . This findings showed that mass of the respondents have an indefinite knowledge (or even don't have knowledge at all) regarding the concept of succession planning of human resources and how it operates in the organization. A small number of organizations gathered survey and initiate succession planning, effectivity and done regularly in the organizations left questionable. Based on data showing that succession planning of human resources have an important role in development of the organization. Therefore, organizations need to understand the highest role of human resource in succession planning for their state.

Furthermore, study have known that many challenges that organization faced in conveying effective succession planning of human resources. It Includes, not enough of awareness for those large numbers of stakeholders, Not enough effectiveness of company's vision, deficient in willingness with the senior employees in presenting the succession plans and accelerating firm labour markets was raised to be some of the challenges facing human resource succession planning.

Furthermore, during this study there are different strategies were identified regarding the succession planning of human resources. Includes: - fascinating and finding possible employees, Efficient leadership, growth management and enhancing budget was one of the strategies distinguished in enhancing productive succession planning of human resources in the organizations that has been surveyed.

## **5.2 Conclusion**

Succession planning become the very important responsibilities of human resource management in organizations this day pertained by Crumpacker and Crumpacker (2007). As for the existing work market for numerous organizations, Nobody invest because they cannot afford, capable employees and just lose them after they have gained valuable experience. The perfect way to handle these difficulties is to keep and work out its possible potential employees. It means that organizations should work for developing the mindful for the succession planning and find for messages of the organization that grow the behavior.

## **5.3 Recommendations**

1. To see the challenges that human resource succession planning faced, a steady process that gives a correct way for meeting human resources with the agency's expected needs should be known by the organizations surveyed to be important.

2. Management organizations should do their best as possible to spread information the meaning and advantage of the succession planning of human resources to the employees. The reason is that the truth that information get from informers in the group of people in human resource management, department and authorities of the organizations that has been surveyed disclose that human resource succession planning was new to many of them.

3. Moreover, the hierarchies organizations should perform themselves in applying succession planning of human resources so it will give an organization growth. Likewise, some employees can get a chance to learn more from their elders on the subject referring to succession planning of human resource in their organizations.

4. The company must have power and strong but a great perception. As the big number of respondents point out somehow, deficient vision of the company that is realizable through organizations that has been surveyed affects their exertion by conducting the succession planning of human resource. The surveyed organizations should have discuss efforts in forming vision of the company in content that is connected to human resource planning in the chosen organizations.

5. The organizations have been surveyed should get an effective practices of business as they give good influence on the succession planning. Organizations must have practice strategy which will help planning in manpower including succession planning of human resource.

6. High management of surveyed organizations should change their thinking by not giving emphasis in human resource succession planning. They should accept in head that a Succession Program of human resource is for an advantage of organization also to let their employees' jobs grow. They should put in their thinking that efficient succession planning helps the organization in keeping its important employees.

7. Moreover, surveyed organizations should administrate human resources succession planning on constant basis. Human resource succession planning should be considered as partially day to day routine in their organizations.

Findings of this study did not use all details of human resources succession planning. The study look only the succession planning of human resource challenges facing in the public and private organizations which are bounded only ten organizations. Hence, other researchers should carry on study in other companies involve those people in the provinces. Besides, further study should intent to look for benefits which the organizations get from succession planning.



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## **APPENDIX**

### **Appendix I: Questionnaire**

#### **Introduction**

Dear Sir/Madam,

This survey is being conducted as part of a research study to explore the factors that affect the employee's retention in a public versus a private organization in the NCR, Philippines. This study aims to assist the Philippine Human Resource Management in its advocacy of providing the best workplace for its employees. It likewise hopes to assist employers and employees in looking into the value of a succession planning program. You have been selected to be part of this survey which will make great contributions in data collection. All information provided will be used only for academic purposes and will be treated confidentially.

**Part One: Personal Information**

1. Name of the organization-----
2. Your age (*please tick the appropriate answer*)
  - a. 20-30 years (    )
  - b. 31-40 years (    )
  - c. 41-50 years (    )
  - d. 51-60 years (    )
  - e. 60 +        (    )
3. Gender (*please tick whichever is relevant*)
  - a. Male        (    )
  - b. Female     (    )
4. Marital Status (*please encircle whichever is relevant*)
  - a. Single b. Married c. Separated d. Widow/ widower
5. Academic qualifications (*tick the relevant answer*)
  - a. Undergraduate    (    )
  - b. College Degree    (    )
  - c. Masters Degree    (    )
  - d. PhD or double degree (    )
6. How long have been working at this organization? (*tick the relevant answer*)
  - a. Less than 4 years (    )
  - b. 5-10 years        (    )
  - c. 11- 14 years     (    )
  - d. Above 14 years    (    )
7. Directorate/ Department working with -----

**Part Two: The Extent of Human Resources Succession Planning**

8. Do you have knowledge on the concept of human resource succession planning and how it works in the organization? (*circle the relevant answer*)
- a. Yes
  - b. No
  - c. I don't know
9. Does your organization practice succession planning? (*circle the relevant answer*)
- a. Yes
  - b. No
  - c. I don't know
10. If yes, choose the most right statement on the degree level of succession planning in your organization.
- a. Perfect implementation
  - b. Being implemented; bit satisfied
  - c. Being implemented; not satisfied
  - d. Not aware at all
11. How many times the organization you are engaged with conduct succession planning? (*please circle one letter that represents your response*)
- a. Daily
  - b. Weekly
  - c. Monthly
  - d. Quarterly
  - e. Semi-Annually
  - f. Annually
  - g. Not done at all
12. How important is the Succession Planning in your working environment? (*please circle the correct answer*)
- a. Very important
  - b. Important
  - c. Not important at all
13. Mention strategies used by your organization in carrying out human resources succession planning
- i. -----
  - ii. -----
  - iii. -----

**Part Three: Challenges Facing Human Resources Succession Planning**

14. Do you think your organization faces any challenges when executing succession Planning?

- a. Yes   b. No   c. I don't Know

15. If the answer is YES, what do you think are those challenges?

- i. -----
- ii. -----
- iii. -----
- iv. -----
- v. -----

16. Please indicate your reaction by circling the one most appropriate to following as can act as a challenge to the organization intention and effort of succession planning.

***Strongly affect (1) Slightly affects (2) Not affected at all (3)***

<i>S/N</i>	<i>Items</i>	<i>Ranking</i>
1	Insufficient talent pipeline	1   2 3
2	Inability to motivate and retaining key employees	1   2 3
3	Ineffective business practices	1   2 3
4	Unfocused roles and responsibilities across a carrier plan	1   2 3
5	Limited information about employees	1   2   3
6	Lack of effective company vision and failure to address future needs	1   2   3
7	Inactive periodical succession plan	1   2   3



**Part Four: Positive Factors Influencing Human Resources Succession Planning**

17. What do you think are the factors which enable implementation of Succession Planning in your organization?

- i. -----
- ii. -----
- iii. -----
- iv. -----
- v. -----
- vi. -----
- vii. -----

18. Rank how the availability of the following has a positive influence on the organization human resource succession planning. *(circle the most correct one)*  
*1= Very strong influence 2=Strong Influence 3=Weak influence 4=No influence at All*

<i>S/N</i>	<i>Items</i>	<i>Ranking</i>
1	Sufficient talent pipeline in the organization	1 2 3 4
2	Ability to motivate and retain key employees	1 2 3 4
3	Effective business practices in the organization	1 2 3 4
4	Focusing on roles and responsibilities across a carrier plan	1 2 3 4
5	Plenty of information about employees	1 2 3 4
6	Availability of effective company vision and addressing future needs of the organization	1 2 3 4
7	Active periodical succession plan	1 2 3 4

**Part Five: Strategies for Enhancing the Application of Human Resource Succession Planning.**

19. Does your organization have any strategy (ies) in enhancing the application of human resource succession planning? *(Please circle the correct answer).*
- a. Yes, there are strategies    b. No, there are no strategies    c. Unsure, if there are strategies

20. If **YES**, what are those strategies used to enhance application of human resource succession planning.

- i. -----
- ii. -----
- iii. -----
- iv. -----
- v. -----
- vi. -----

21. Rank how the availability of the following has a can strategize the human resource succession planning in your organization. *(circle the most correct one)*

*1= Very strong influence    2=Strong Influence    3=Weak influence    4=No influence at All*

<i>S/N</i>	<i>Items</i>	<i>Ranking</i>
1	Attracting and recruiting the potential employees	<b>1 2 3 4</b>
2	Rewarding and recognizing hard working employees	<b>1 2 3 4</b>
3	Effective leadership and management development	<b>1 2 3 4</b>
4	Staff engagement	<b>1 2 3 4</b>
5	Effective management and performance	<b>1 2 3 4</b>
6	Organizational learning and development	<b>1 2 3 4</b>
7	Setting enough budget for human resource development	<b>1 2 3 4</b>

22. Rank the following as suggested to be among the determinants of effective Succession Planning in your organization.

*Very Strongly nfluence= 1, Strong influence= 2, Weak influence= 3*

<i>S/N</i>	<b>Determinants of SP</b>	<b>Ranking</b>
1	Human resource policies	1 2 3
2	Committed management	1 2 3
3	Culture of the organization	1 2 3
4	Readiness of the organization	1 2 3
5	Competence of the organization management	1 2 3

23. What do you think are the indicators of the effective Succession Planning?

- i. ....
- ii. ....
- iii. ....
- iv. ....
- v. ....

24. Please circle what you think is the most correct answer from this statement.

“Effective Succession Planning contributes to organization performance”.

- a) I Strongly agree
- b) I agree
- c) I disagree
- d) I strongly disagree

25. Propose on what you think to be the indicators of the organization performance.

- i. ....
- ii. ....
- iii. ....
- iv. ....
- v. ....