

Succession Planning and Employee Retention of Public and Private Organizations in Plateau State Nigeria: Moderating Effect of Job Security

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Abstract

Introduction: Employee retention is a critical worry for organisations seeking to uphold competitiveness and attain long-term success. Succession planning, a planned technique for recognising and developing future leaders, has been proposed as a potential solution to improve employee retention. However, the association between succession planning (SP) and employee retention (ER) remains indistinct, and the moderating role of job security in this context is understudied. Purpose: This study investigates the effect of succession planning on ER, with a specific focus on the moderating role of job security. **Methods:** A cross-sectional quantitative research approach was employed using survey data collected from a sample of 272 employees across various organisations in Plateau State, Nigeria. Hierarchical regression modelling was used to analyse the relationship between SP, JB, and ER. **Results:** The results confirm a positive connection between succession planning and employee retention, signifying that organisations that apply succession planning are more likely to keep their employees. In addition, the study discovers that job security positively moderates the relationship between SP and ER, suggesting that employees who perceive high job security are more likely to benefit from succession planning initiatives. Originality/Novelty: This research contributes to the existing literature by providing empirical evidence on the relationship between SP and ER and highlighting the importance of job security as a moderating variable. **Conclusion:** The findings of this study have implications for organisations seeking to improve ER. Specifically, organisations should prioritise succession planning initiatives and ensure that the employee perceives high job security to maximise the benefits of succession planning. Also, the implications of this research contribute to the field of human resource management by showing how succession planning promotes employee retention through job security, thereby expanding the applicability of social exchange theory and organisational support theory within this context. This synthesis may enhance the theoretical comprehension of how perceived security impacts employee attitudes and behaviours, providing a more holistic perspective on retention dynamics.

Keywords: Employee Retention; Job Security; Organisation; Plateau State; Succession Planning

Introduction

Employees are regarded as one of the most critical assets within an organisation (Sulaiman & Maiyaki, 2022). They enhance the value of other organisational assets (Ali *et al.*, 2019); the overall success or failure of a nation fundamentally depends on the employees or human resources, which substantially influence the achievement or mere sustenance of an organisation. When adequately

motivated, such personnel can contribute significantly to economic development (Sulaiman & Maiyaki, 2022). In order for an organisation to maintain its relevance in the future, it is imperative to train the employees who will assume management roles subsequently. Su and Wang (2024) underscore the importance of training as a means to facilitate the transition of leadership, thereby ensuring the sustained prosperity of these organizations. Rothwell (2010) asserts that proficient succession planning augments the retention and accumulation of intellectual capital, in addition to the effective transmission of knowledge to subsequent generations. In the context of globalisation and technological advancements, it is essential to identify and retain competent, knowledgeable employees within a corporate organisation.

Current statistics regarding succession planning, job security and employee retention on a global scale reveal that, in the USA in 2023, 49% of employees contemplated seeking new employment during the pandemic, with 44% intending to pursue new job opportunities within the year. The primary motivations cited were career advancement (24%) and enhanced compensation and benefits (21%) (Achievers workforce institute, 2022). Furthermore, only 32% of employees in the US expressed a sense of engagement in their present roles, with numerous individuals indicating that substandard organisation culture and lack of recognition are significant factors contributing to their disengagement.

Companies in Japan, Canada, Italy, Germany, New Zealand, and the USA are progressively implementing succession planning strategies to address the challenges posed by an ageing workforce. Inclusivity and diversity have become the current management practices and national policy. Since an ageing population is spreading worldwide across different countries, it would help the development of novel palliative paradigms and initiatives for firms in these countries to concentrate on internal promotions and career development initiatives to retain younger employees, thereby reducing turnover intentions (Katirae *et al.*, 2024). A recent study conducted in Nigeria indicated that organisations with effective succession planning exhibit 20% lower turnover rates in comparison to those lacking such practices (Dunmade, Ajayi & Obadare, 2022). Another survey shows that 47% of employees across Nigerian firms say that they are likely to leave their in the next six months, similarly, only 48% of employees say that are happy with their current job and 69% feel valued the work they do and of that percentage only 24% are women, while 45% of men feel valued in their current jobs (Nigerian Bureau of Statistic, 2024). In Nigerian banks, 68% of employees indicate that robust succession planning combined with job security significantly impacts their decision to remain in their roles (Ojuolape *et al.*, 2022).

According to Tetteh and Asumang (2020), effective succession planning provides job security, leading to increased employee retention and reduced turnover rates. However, the reality is that many organisations in Nigeria lack a well-structured succession planning program (Dunmade, Ajayi & Obadare, 2022). A study carried out by Akpan, Brownson and Uwa (2023) revealed that only 30% of Nigerian organisations have a formal succession planning program in place. Statistics show that the average turnover rate in Nigerian organisations is 45% (Nigerian Bureau Statistics, 2024), resulting in significant costs and loss of expertise.

Despite the importance of succession planning in ensuring organisational continuity and stability, many organisations in Nigeria are struggling to retain key employees, leading to knowledge loss, decreased productivity, and increased recruitment costs (Ojuolape *et al.*, 2022). This is particularly challenging in the Nigerian context, where brain drain and employee turnover are prevalent due to some factors such as organisational instability, poor working conditions, and limited career advancement opportunities (Nnabuife, Nwogwugwu & Okoli, 2019). The Nigerian economy is largely driven by the private sector, which accounts for over 80% of the country's GDP (Dekom, Jingak & Gontur, 2024). However, in many private sector organisations in Nigeria, there is a lack of effective succession planning mechanisms, leading to leadership gaps and employee retention challenges (Jideofor, Okeke & Okeke, 2023). Furthermore, research has shown that job security is critical in influencing employee retention in Nigeria (Gontur *et al.*, 2020). However, organisations are struggling to retain key employees in the Nigerian context, and the moderating role of job security in this relationship remains unclear. This study aims to investigate the relationship between succession

planning and employee retention in Nigerian organisations and to explore the moderating effect of job security on this relationship.

Earlier studies on succession planning and employee retention have established diverse results, with some producing positive results (Tetteh & Asumang, 2020; Hassan & Siddiqui, 2020; Mwamanda, 2023; Fahmi *et al.*, 2024). In Nigeria, research by Dekom, Jingak and Gontur (2024), Jideofor, Okeke and Okeke (2023), Umesi (2023), and Dunmade, Ajayi and Obadare (2022) establishes that succession planning enhances organisational sustainability and employee retention in an organisation. Though some studies on succession planning and employee retention are not related (Jain, 2023; Darshani & Wijeyerathne, 2017)

To resolve these conflicting findings, this research seeks to describe the circumstances under which an association between succession planning and employee retention can exist. As a result, in predicting employee retention, this research introduces an interacting variable of job security and succession planning. Conversely, there is a scarcity of research on the effect of succession planning and employee retention on job security. This discourse has established a conflicting result as to whether succession planning would increase retention of employees in an organisation. Jain (2023) and Bano, Omar and Ismail (2022) have revealed a positive relationship between succession planning and employee retention. Previous studies have focused on individuals' factors influencing employee retention but have neglected the moderating effect of job security on the relationship between succession planning and employee retention. This study aims to address this gap by examining the relationship between succession planning, job security, and employee retention using a hierarchical regression model.

Review of Literature

Employee Retention

Research concerning employee retention has been conducted since the 1970s, during which time scholars and psychologists acknowledged the diverse reasons underlying diminished employee retention (Gontur *et al.*, 2020). Azeez (2017) articulated employee retention as the strategies implemented by an organisation's management to facilitate the prolonged tenure of employees within the entity. Employee retention (ER) is characterised as the capacity of an organisation to maintain its workforce. Furthermore, it can be conceptualised as a systematic endeavour in which resources are motivated and incentivised to remain with an organisation for an extended duration, thereby promoting organisational sustainability. Prior academic investigations have delineated various factors that significantly impact employee retention. A primary indicator of employee retention is their level of commitment (Das & Baruah, 2013). Following organisational commitment, job satisfaction emerges as a critical factor that enhances employees' intentions to remain with their current employer (Chatzoudes & Chatzoglou, 2022). Researchers have proposed that organisations should develop supportive interpersonal relationships, promote a positive organisational culture, and implement effective human resource practices. Similarly, Kumar, Padma and Kumar (2013) identified several determinants of employee retention, including job satisfaction, work-life balance, compensation and incentives, growth and development opportunities, and organisational culture. In summary, employee retention is made of important elements of proficient resource management and is indispensable for the enduring success of an organisation; it has the potential to attract and retain high-calibre talent, mitigate turnover, and enhance the overall efficacy and success of the organisation.

Succession Planning

Succession planning is vital in promoting the professional advancement of individual employees and teams within organisations, thereby guaranteeing a sustainable pool of skilled human capital that addresses both present and future organisational needs (Dekom, Jingak & Gontur, 2024). Succession planning entails the forecasting of potential job vacancies resulting from retirements or employee attrition and the systematic evaluation of how internal candidates may fulfil such roles. It allows an assessment of the capabilities of current staff in relation to job specifications and the corrections of

any identified challenges through targeted training and development initiatives. Ogutu (2016) characterises succession planning as the acknowledgement of the critical necessity for intellectual capability and leadership throughout the organisation over time, thereby preparing individuals for both existing and forthcoming job responsibilities essential for the enterprise's success. These factors play an important role in how organisations continually approach leadership development and the extent to which they can effectively prepare potential successors (Fusarelli, Fusarelli & Riddick, 2018; Ritchie, 2020). Skills gaps, performance management frameworks, and external market conditions also play pivotal roles, as organisations must align the competencies of successors with both current and anticipated organisational needs (Zapata–Cantu *et al.*, 2023). However, development in technology, innovation and creativity necessitates ongoing updates to ensure that successors are adequately equipped to confront future challenges (Cesaroni, Chamocho Diaz & Sentuti, 2021). Finally, legal considerations and employee engagement significantly influence the equity and stability of succession planning procedures (Rothwell, 2010).

Job Security

In accordance with the needs theory articulated by Maslow in 1943, as referenced in Robbins and Judge (2017), it is delineated that every individual possesses five hierarchical needs, which encompass physiological needs, security needs, social needs, esteem needs, and self-actualisation needs, all of which serve as motivators for individuals to realise their potential in alignment with their capabilities. As noted by Singh and Jain (2014:107), job security is defined as “an employee’s assurance of retaining their current position.” Employees who experience a high degree of job security exhibit a diminished probability of job loss in the imminent future (Gontur *et al.*, 2020). Kraja (2015) asserts that one of the primary motivations for employees to affiliate with an organisation is the pursuit of security. Rabenu, Yaniv and Elizur (2016) characterise job security as the anticipations of employees regarding the continuity and stability of their employment, which encompasses critical factors such as opportunities for promotion, overall working conditions, and long-term career prospects. Senol (2011) contends that job security represents a commitment that an employee will maintain their position without the peril of unemployment, and it ensures that employees and their families will sustain their income and uphold a standard of living that is deemed respectable.

Hypothesis Development

The hypotheses development was conducted based on each outlined objective of the study.

Succession Planning and Employee Retention

Succession planning is an essential human resource practice in an organisation that can help an organisation to achieve its goals and increase retention when they meet the expectations of the workforce. A study of Tetteh and Asumang (2020) found a significant positive relationship between succession planning and employee retention, suggesting that organisations with effective succession planning processes tend to have lower turnover rates. Rothwell (2010) posits that effective succession planning enhances the retention and gathering of intellectual capital and the transmission of knowledge to

the next generation. Hassan and Siddiqui (2020) and Warui and Karanja (2024) assert that succession planning produces a positive effect on performance goal orientation, supervisor support, working environment, rewards, work-life policies, career development, and job security, and these factors, in turn, lead to employee retention. According to Ali and Mehreen (2019) and Ahmad (2018), career progression is made possible by succession planning, which reduces labour turnover by improving future job security and organisational performance. Consistent with social exchange theory, it suggests how individual interests and exchanging resources with one another in society can foster social relationships (Blau, 1964). In the context of this study, when employees perceive succession planning as an organisational priority, they are likely to feel valued and increase retention.

Moderating Effect of Job Security

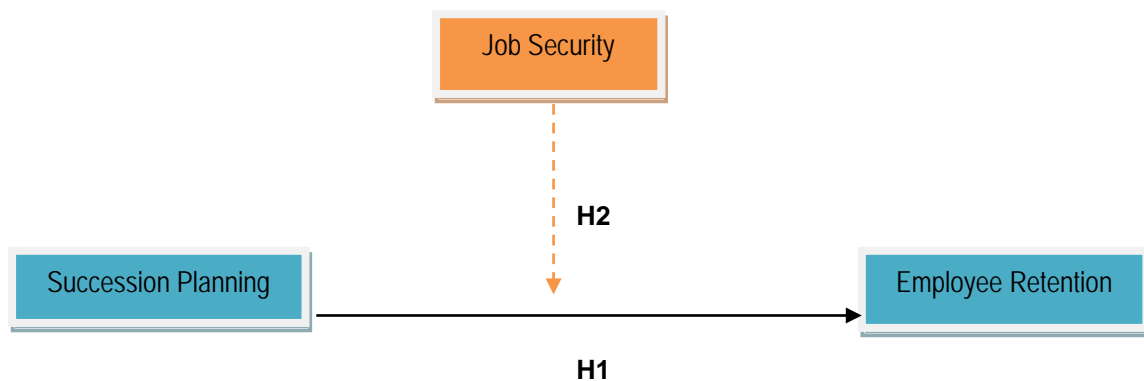
Employees with a strong level of job security have a low likelihood of losing their jobs in the near future. One of the reasons individuals join the organisation is for them to be secure (Kraja, 2015). Dhanpat *et al.* (2019) argued that job security is a major determinant of organisational commitment, which leads to employee retention. Kumar, Padma and Kumar (2013) state that factors such as job security, recognition, work-life balance, and advancement for growth might be responsible for employees' retention. It is expected that organisations that take care of their employees by providing them with career development opportunities are likely to keep them side by side with their jobs. The interplay between SP and ER has been extensively studied, but the moderating role of job security introduces a nuanced perspective. Fahmi *et al.* (2024) and Mugisha (2023) found out that succession planning and job security have a positive effect on employee retention by supporting employee viewpoints. To ensure the survival and success of a business, succession planning involves identifying and nurturing internal talent (Dekom, Jingak & Gontur, 2024; Moore, Dishman & Fick, 2021). Hassan and Siddiqui (2020) and Mwamanda (2023) have established that SP is positively related to ER. It also improves employees' perception of growth opportunities, leading to higher retention rates.

The studies of Ndulue (2024) and Gontur *et al.* (2020) found out that job security is an important determinant of job retention among workers across different organisations. When employees feel secure and protected, their attitude to work is encouraging, and they will meet deadlines set for them. In addition, Škerháková *et al.* (2022) carried out a study on antecedents of talented employees' intention and talent retention on employees staying in an organisation. It establishes that employees are the most important asset of an organisation; protecting and securing their jobs is a prerequisite for reducing labour turnover. Buttressing this argument using organisation support theory established by Eisenberger *et al.* (1986) suggests that employees who feel supported by their organisations will always give their best. Succession planning is a form of support that signals to employees that they are valued and considered future leaders, reinforcing retention (Rothwell, 2010).

The research model (Figure 1) was proposed based on the literature, and the following hypotheses were generated:

H1: Succession planning is positively associated with employee retention.

H2: The connection between succession planning and employee retention is moderated by job security.



Source: Researchers' Model

Figure1: The Moderating Effect of Job Security in the Relationship between Succession Planning and Employee Retention

Methodology

This study employed a quantitative study approach and a cross-sectional survey technique to achieve the study objective. The quantitative research technique and survey design were appropriate (Saunders *et al.*, 2018). The purpose of this study is to examine the effect of succession planning on employee retention and the moderating effect of job security. This technique allows researchers to collect data via a survey-based questionnaire.

Population of the Study, Sampling Technique and Data Collection

The research collected evidence-based data from public and private organisations in Plateau State, Nigeria. Organisations were categorised based on human resource management practices, availability of robust succession planning, organisational culture, commitment and employees hired (Das & Baruah, 2013; Kumar *et al.*, 2015). The study dwelled on public and private organisations in Plateau State. Most organisations were chosen for the study because they did not have a well-written or documented succession planning program because of their low level of awareness.

The purposive sample technique was used to examine 272 organisations with rich data and survey respondents who agreed to participate in the study (Shah & Soomro, 2022; Gajare *et al.*, 2024). Those organisations that met the criteria were selected via homogeneous purposive sampling (Gajere *et al.*, 2024). This helped in choosing organisations with similar characteristics. Subsequently, participants, who are employees of the organisations, were randomly selected. Using Patton's (2002) selection criterion for sample data of the non-probability study, 272 respondents (for instance, one participant from each organisation) were administered a copy of the survey questionnaire to complete. A number of participants were reached out to individually, while others were contacted through email and WhatsApp due to distance and insecurity.

The research upholds that the accepted answers symbolise the targeted sample size by getting rid of nonresponsive mistakes. Besides, the research guaranteed the respondents secrecy and solitude, as well as reminders sent to the participants. Data were collected for about four months (from July 5 to October 5, 2024). To determine the problem of common method bias, the procedural approach was used to determine the inquiry (Podsakoff *et al.*, 2003). Therefore, the respondents were informed on how to fill the study questionnaire to improve the probability that answers are precise (Hair *et al.*, 2019). According to Podsakoff *et al.* (2003), participants' accuracy improves if the respondents comprehend the degree to which the information would be used to help their organisations. Furthermore, this encourages feedback, declaration of privacy of the survey, decreasing superfluous procedures and comparison. Also, question wordings with many connotations were acknowledged to keep items easy and trouble-free. The research also differentiates among independent, dependent and moderating variables. Lastly, respondents were given exact information on how to answer each section of the structured questions.

All statements were measured on a 5-point Likert scale, with 1 = strongly disagree and 5 = strongly agree. The validity and reliability of the measures are determined by using Cronbach's alpha. Based on the cross-correlation data, Table 2 demonstrates that the scales were consistently valid because all the variables are within the accepted threshold in Table 2, exceeding the proposed threshold of 0.70 (Hair *et al.*, 2019).

Measures and Analysis

To measure the independent variables (succession planning), five items each were adapted from Sheeba & Santosh (2021) with a 0.94 reliability Cronbach Alpha; for employee retention, six items were adopted from Mowday, Koberg & McArthur (1984) with 0.87 reliability Cronbach Alpha. Regarding the moderating variable (job security), six items were adapted from Probst (2010) with a 0.97 Cronbach Alpha.

Results

The link between succession planning and employee retention, as well as the moderating effect of job security on this association, was determined using hierarchical regression as the data analysis instrument. For these reasons, hierarchical regression analysis was used in this study, specifically when looking at intricate interactions between predictors and outcome variables. Additionally, according to Musa, Nmadu and Dakung (2019), it enables researchers to evaluate the distinct contribution of every set of predictors to the variation in the result variables. Researchers can determine whether the strength or direction of the link varies across different levels of the moderator variables by introducing interaction terms between predictor variables and moderators in later steps.

Employees in Plateau State's public and private sectors received 384 questionnaires. The distribution of the drop and pick questionnaire and the collection of responses took place between August 2024 and November 2024. Out of the 384 copies of the questionnaire given, only 272 were used in the study, indicating a 70.83% response rate. This supports Nulty's (2008) assertion, which was mentioned by Gontur *et al.* (2024), which states that a written questionnaire must have a 60% response rate in order to be used for analysis.

Table 1: Demographic Profile

Items		Frequency (N)	Percentage (%)
Gender	Male	121	44.5
	Female	151	55.5
	Total	272	100
Age Distribution	20 – 29 years	45	16.5
	30- 39 years	77	28.30
	40- 49 years	90	33.1
	50 years and above	60	22.1
	Total	272	100
Type of Organisation	Public	130	47.8
	Private	142	52.2
	Total	272	100
Education	SSCE/ Trade test	35	12.9
	ND/NCE	103	37.8
	HND/Bachelor	108	39.7
	Master/ Ph.D	26	9.6
	Total	272	100
Tenure	0-2 years	73	26.9
	3-5 years	82	30.2
	6- 10 years	75	27.5
	11 years and above	42	15.4
	Total	272	100
Job Position	Top level	49	18.0
	Middle level	94	34.6
	Operational level	129	47.4
	Total	272	100

Source: SPSS Version 26 Output, 2024

In table one the respondents had the following characteristics: 44.5 % of those polled were men. 47.8 % work in public sector, and the rest work in private. 33.1 % are with the age range of 40 – 49 years.

Table 2: Three Factors Derived from the Rotated Component Matrix

Variables	Loading	Loading	Loading
Succession planning			
SUPL1	0.796		
SUPL2	0.748		
SUPL3	0.765		
SUPL4	0.797		
SUPL5	0.818		
Job Security			
JOBS1		0.714	
JOBS4		0.532	
JOBS5		0.799	
JOBS6		0.713	
Employee Retention			
EMRE2			0.683
EMRE3			0.678
EMRE4			0.700
EMRE5			0.682
EMRE6			0.687
Cronbach Alpha Reliability	0.931	0.735	0.889

Source: SPSS Version 26 Output, 2024

To identify latent variables that provide a more comprehensive explanation of the data in Table 2, exploratory factor analysis is employed. Since job security and retention of employees are latent variables with factor loadings below 0.50 and were considered to have low factor loadings in the constructs, it did not function for these variables. However, the remaining items were shown to have high factor loadings in the construct, with factor loadings exceeding 0.50 (Gontur, 2020). Out of the 17 items, 14 converged, according to the factor analysis results. The variables for this investigation have a standardised Cronbach's alpha of 0.931, and according to Bernstein and Nunnally (1994), the Cronbach's alpha range between 0.70 and 0.99 for the variables of the questionnaire used for this study shows that the instrument is reliable (Ringim & Bello, 2013). Additionally, Table 2 indicates that the variables' Cronbach's Alpha is highly reliable, indicating that the instrument has outstanding internal consistency dependability.

Table 3: Descriptive Statistics and Correlation

	Mean	Standard Deviation	Employee Retention	Job Security	Succession Planning
Employee Retention	3.8126	1.4394	1.000	0.453	0.703
Job Security	3.5656	0.6204	0.453	1.000	0.453
Succession Planning	3.2430	1.1119	0.703	0.584	1.000

Source: SPSS Version 26 Output, 2024

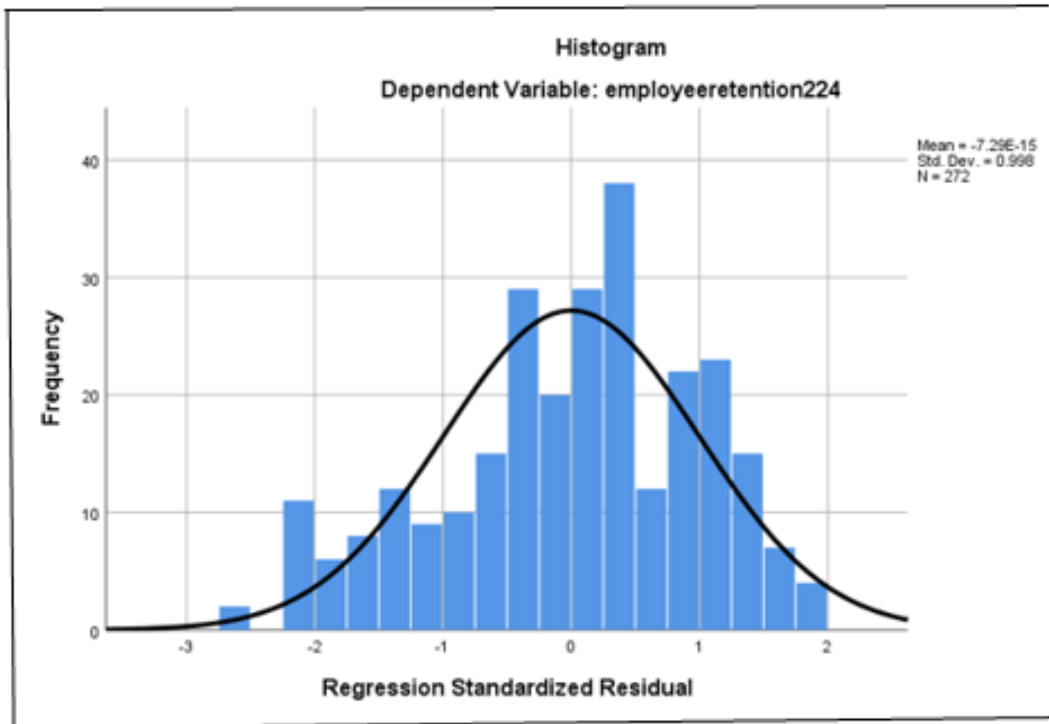
Table 3 shows the mean for the variables employee retention, job security, and succession planning are 3.8126, 3.5656, and 3.2430, respectively, while the standard deviations are 1.4394, 0.6204, and 1.1119. It is evaluated on a five-point Likert scale. The table also shows the correlation analysis produced on all variables to determine Pearson's correlation coefficients with a two-tailed significance test. Succession planning (SP) is measured as an independent variable, job security (JB) as a moderating variable, while employee retention (ER) is seen as a dependent variable. Correlation measures the association between two or more variables. It ranges from -1 to +1, representing perfect negative and positive correlation (Landau & Everitt, 2003). As a general rule of thumb, the value should not exceed 0.75; similarly, correlations of 0.8 or higher are suggested to be problematic (Ringim & Bello, 2013). With reference to the above figure, the result shows that the independent variable succession planning has a strong relationship with employee retention. Job security has a moderate relationship with employee retention and succession planning and job security with a Pearson correlation coefficient of R = 0.703, 0.453, and 0.584, respectively.

Table 4: Normality and Multicolinearity

Variables	Skewness		Kurtosis		Tolerance	Variance Inflated Factor
	Statistics	Standard Error	Statistics	Standard Error		
Succession Planning	-.0394	0.148	1.628	0.294	0.955	1.047
Job Security	-0.578	0.148	-0.561	0.294	0.959	1.004
Employee Retention	-0.180	0.148	-1.504	0.294	0.995	1.005

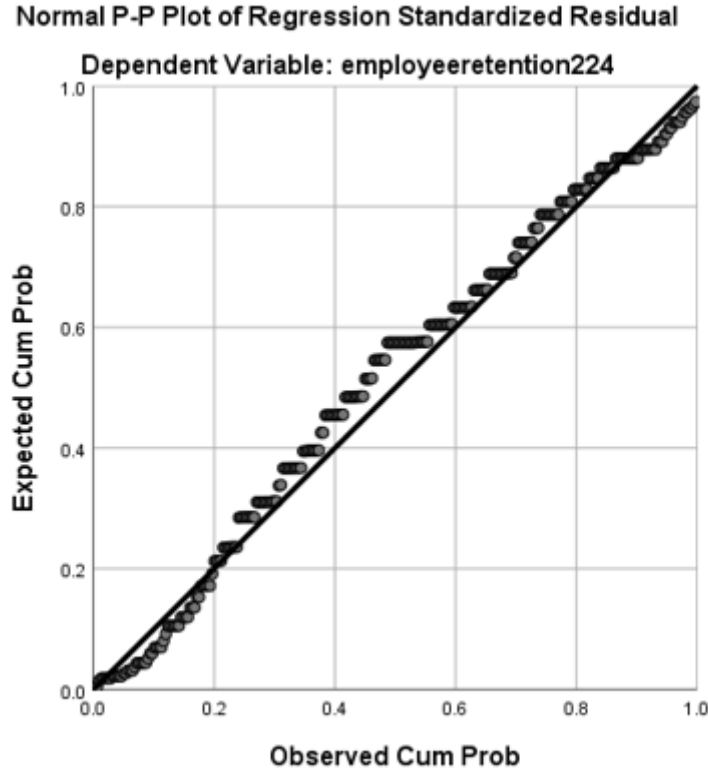
Source: SPSS Version 26 Output, 2024

Table 4 addresses the initial analysis to determine whether the dataset is suitable for the regression analysis and to evaluate the theories of the regression analysis. Tests for multicollinearity, outliers, linearity, and normality were then applied to the dataset. A problem may be indicated by an absolute value of skewness larger than 3 and kurtosis greater than 10, as suggested by Khine (2013) and Gonture *et al.* (2024). A figure greater than 20 may indicate a more serious problem. Because the skewness and kurtosis of the study's three variables are less than three and less than ten, respectively, it may be concluded that the data is normal and falls within an acceptable range. This is supported by the calculated tolerance values of 0.985, 0.959, and 0.995, as well as the variance inflated factor values for succession planning, job security, and employee retention of 1.047, 1.0043, and 1.005, respectively. They fall within the acceptable ranges of <0.1 and 10.



Source: SPSS Version 26 Output, 2024

Figure 2: Histogram Showing the Employee Retention 2024



Source: SPSS Version 26 Output, 2024

Figure 3: Normal P- P Plot

An analysis of the scatter plot, normal P-P plots, and histograms also showed that there were no outliers and that the non-normality and non-linearity reasonably satisfied the linearity and normality assumptions. Additionally, this demonstrates that the dataset is suitable for regression analysis.

Table 5: Hierarchical Regression Results

Variable	Model 1			Model 2		
	β	t	p	β	t	p
Independent Variable						
Succession Planning	0.685	6.698	0.000	0.953	13.961	0.000
Moderating Effect						
Succession Planning x Job Security				0.348	16.378	0.000
R		0.703			0.705	
R ²		0.493			0.497	
Adjusted R ²		0.492			0.495	
F change		263.281*			268.970*	
Sig change		0.000			0.000	

P<001 DV: Employee Retention

Source: SPSS Version 26 Output, 2024

Two models were tested in this study using hierarchical regression analysis. In model one, the employee retention was regressed on succession planning, whereas in model two, the moderator variable of job security was included in the model to evaluate its role in the association between succession planning and employee retention. The model one was significant at $F = 263.281$, $p < 0.001$, explaining 49.3% of the variation in employee retention, while model two, including job security as a moderator, had the F -statistic $F = 268.770$, $p < 0.001$. However, the variation in employee retention increased marginally from 49.3% to 49.7%. Based on the result of the regression analysis, hypothesis one is accepted, indicating that succession planning has a significant positive influence on employee retention of both public and private organisations in Plateau State, Nigeria, as indicated by

the following: $\beta = 0.635$, $t = 13.961$, $p < 0.001$. The moderating effect of job security on the relationship between succession planning and employee retention was also strongly significant, as shown by the following: $\beta = 0.348$, $t = 16.378$, $p < 0.01$. Because of the presence of job security in the model, the influence of succession planning on employee retention increases from $\beta = 1.502$ to $\beta = 0.635$.

Discussion

The study's findings indicate a strong correlation between succession planning and staff retention. Because succession planning improves engagement, fosters loyalty, and increases employee retention by offering a clear career path. Employee retention and associated costs are reduced when they believe there are prospects for professional growth (Rothwell, 2010). By cultivating high-potential employees while fostering a favourable organisational culture, it also improves worker growth (Dekom, Jingak & Gontur, 2024). The outcome is consistent with the findings of Tetteh and Asumang (2020), who found that succession planning promotes career advancement and staff retention. As a result, after receiving the training necessary to succeed, those in management remain with the organisation longer. Additionally, it might help employees value the trust and support of the organisation. This finding is also in line with the work of Hassan and Siddiqui (2020) and Mwamanda (2023). Who established that SP and ER are positively related?

The second hypothesis's outcome shows that the relationship between succession planning and staff retention is moderated by job security. This suggests that the degree of job security observed in Nigerian organisations, namely among workers in Plateau State, was the basis for the strength of this link.

Employee retention benefits from succession planning are sometimes amplified by the interaction effect of job security. Strong job security enhances employee retention in these kinds of firms much more (Gontur *et al.*, 2020). Employees with low job security, on the other hand, might not have the same level of job retention. This supports Senol's (2011) theory that high job security is a guarantee that workers will stay in their positions without fear of losing them and that workers and their families won't have to make ends meet in order to boost their organisations' productivity.

Implication

From a theoretical perspective, the positive relationship between succession planning and employee retention underscores the importance of strategically aligning human resources practices with organisational goals to create a robust pipeline of talent. This alignment not only enhances the organisation's ability to sustain performance but also provides empirical support for theories linking career development and organisational commitment to retention outcomes. Practically, the relationship emphasises the necessity for organisations to implement structural succession planning frameworks to ensure employee growth, continuity and retention. Furthermore, the moderating role of job security highlights its critical function in reinforcing the effectiveness of SP. When employees perceive high job security, their commitment to the organisation strengthens, amplifying the retention effects of succession planning. This interplay between theory and practice demonstrates the value of integrating job security measures into succession planning strategies to optimise workforce stability and productivity.

Limitations and Future Research Directions

One significant limitation of this study is its dependence on a cross-sectional survey, which neglects the long-term effect of succession planning on employee retention. In addition, the population and the sample size might not accurately reflect the larger population. Furthermore, the research measurement tools and instruments have limitations in terms of validity and reliability. Despite these limitations, this study provides valuable insights into the relationship between succession planning, employee retention, and job security. In order to reflect the long-term advantages of succession planning on employee retention, future studies should overcome these limitations by employing longitudinal studies. In addition to enhancing the generalisability of the findings, the study should

include a larger sample size. Future studies might also benefit from exploring the roles of some moderating variables, such as organisational commitment, employee satisfaction, career progression, work-life balance, and perceived organisational support on the relationship between succession planning and employee retention. Lastly, a more thorough investigation of these phenomena would be possible by creating a theoretical framework that incorporates job security, employee retention, and succession planning.

Conclusion

This study investigated the impact of succession planning on employee retention, with job security as a moderating variable. Two hypotheses were tested in the study. Hypothesis one revealed that there is strong evidence that succession planning has a positive influence on employee retention. This means that organisations that prioritise succession planning first have a higher chance of keeping their workers. In addition, the findings of this study revealed that the link between succession planning and employee retention is positively moderated by job security. This implies that succession planning has a greater positive effect on employee retention when employees feel their jobs are secure. Also, the findings have important theoretical and practical implications for organisations. This study explains the importance of succession planning as a crucial strategy to improve staff retention. To get the most out of succession planning, organisations should also put a high priority on giving their workers a sense of job stability.

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Conflict of Interests

The authors affirm that there are no conflicting objectives.

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