

A STUDY ON EMPLOYEE PERCEPTION TOWARDS THE SUCCESSION PLANNING PRACTICES ADOPTED BY MANUFACTURING COMPANIES

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Abstract

This research paper investigates the critical relationship between the perceived importance of succession planning practices and organizational performance within manufacturing companies. The study employs a combination of one-sample t-tests and correlation analysis to unveil significant insights. The outcome of the analysis suggests a positive attitude and a strong belief in the value of these practices. Concurrently, the correlation analysis demonstrates strong and positive correlations between the perceived importance of succession planning and factors associated with organizational performance. These factors include alignment with strategic goals, effective leadership preparation, diversity promotion, adaptability to change, cultural preservation, values and culture upkeep, long-term sustainability, stakeholder confidence, meeting stakeholder needs, and enhanced overall organizational performance. The results highlight that when succession planning is highly valued, it is closely linked to positive outcomes for organizations. These findings offer valuable insights for businesses aiming to enhance their performance and readiness for the future. However, it is essential to recognize that the study focuses on perceptions, and future research may explore causality and objective performance measures to strengthen the understanding of the succession planning-performance relationship.

Keywords: Succession planning, Organizational performance, Manufacturing companies, Importance perception, Leadership continuity, Skills development, Diversity and inclusion, Strategic alignment.

1. Introduction

Succession planning is a critical aspect of strategic management within organizations, including manufacturing companies. It involves identifying, developing, and preparing individuals within the organization to accept leadership responsibilities in the future. The importance of “Succession Planning” in manufacturing companies cannot be understated, as these firms often operate in highly competitive and dynamic environments.

One of the major objectives of this study is to gauge the importance of carrying out Succession Planning Practices in Manufacturing Organizations. This studies the pattern of how these companies develop new leaders

and focus on their Capability building, by providing necessary resources to such initiatives. The purpose of this study is also to check – how dedicated an organization is to ensure the availability of a Leadership pipeline, which is also a requirement for Sustainability and malleability in the industry.

This research is also focused on investigating the effect of “Succession Planning” on the overall performance of manufacturing companies. In this context, “Succession planning” is expected to have consequences, which are not limited only to the individual growth of employees but also to overall effectiveness and organizational competitiveness. The research hypothesis suggests a significant positive relationship between the

level of importance given to “Succession Planning Practices” and the overall performance of the company. This suggests that when manufacturing companies prioritize and decide to invest in succession planning, it results in a positive influence on their performance, like growth, profitability, and competitiveness in the market.

The study also hypothesizes that “succession planning itself has a significant positive relationship with the organizational performance of manufacturing companies”. This hypothesis strives to determine if the mere presence and effectiveness of succession planning initiatives within manufacturing firms directly contribute to their overall performance. The study aims to give the most important and valuable insights and recommendations to companies seeking to enhance their succession planning strategies to thrive in a highly competitive industrial landscape.

2. Review of literature

The reviewed literature provides a comprehensive overview of the key findings and insights derived from the selected references focusing on succession planning and its implications on human resource management. The aspects of succession planning like best practices in succession planning, its impact on financial performance, and the role of employee perception within this context are also reviewed from various sources. "The Relationship Between Work Status Congruence" by Holtom et. al., (2002), this article explores the relationship between work status congruence, including succession planning, and its impact on employee attitudes and behaviors. This research highlights the critical role of alignment of succession planning in employee perceptions and its impact on employee performance. The research contacted and titled "Ready to Lead?" by Levenson and Stroh (2004), discusses the readiness of individuals for leadership roles as a critical component of succession planning. This research provides an understanding of the preparedness of employees to take on leadership responsibilities during critical developmental changeovers.

A research paper titled, "Family and Nonfamily Succession in Family Businesses" by Stroh et. al., (2008) investigates the succession planning impact on parameters of financial performance predominantly in the context of individual family businesses. The research strives to explore the dynamics and outcomes of succession in the context of family-owned enterprises. The research study titled, "Strategic Human Resource Management" by Cascio (2010), addresses various aspects of strategic human resource management including succession planning. This study contributes to a detailed understanding of the strategic considerations involved in the planning and managing of succession planning as an important practice of human resources management.

The article published in the title, "Strategy-Driven

Talent Management" by Silzer and Dowell (2010), describes talent management practices which include succession planning and its relationship with employee perception. The study emphasizes that well-articulated talent management techniques assist in retaining employees' motivation and provide a strategic viewpoint on how talent management practices support organizational performance. Cascio (2013) published a textbook titled "Managing Human Resources" that offers an understanding of succession planning and how it affects worker performance in a similar context. The book also emphasizes the elements—such as company resources, finances, and knowledge management—that have an impact on succession planning.

A paper by Gubman (2015) titled "Succession Planning and Management: A Process for the 21st Century" provides insightful information about best practices in succession planning. It offers a modern viewpoint on the procedures and tactics involved in efficiently arranging for the succession of leadership in companies, taking into account contemporary advancements and factors such as technological change. A thorough analysis of succession planning in Indian manufacturing was presented by Gupta and Verma (2017) in their article published in the "Journal of Strategic Human Resource Management." Their study provides a comprehensive overview of the state of succession planning procedures in the sector today, offering insightful information on topics like strategic management and the function of top management in successful strategic management. The research paper "The State of Succession Management 2016" was authored by Wellins and Naraine (2017). This study emphasizes how important performance reviews and succession planning are to sustaining employee excellence in commercial banks. It emphasizes the significance of succession planning procedures in raising employee performance and the need for staff members to participate in the training programs that banks provide. To learn how employees felt about succession planning procedures in Indian manufacturing organizations, Verma and Goyal (2017) carried out a comparative study to understand employee perceptions of succession planning practices in Indian manufacturing companies. Their research, which was published in the Journal of Organizational and Human Resource Management, highlights the need to have a thorough grasp of employees' perspectives on succession planning.

The study conducted by Kumar and Gupta (2018), which was published in the "Indian Journal of Industrial Relations," examined the relationship between succession planning and employee perception in the context of Indian manufacturing firms. The findings indicated a strong correlation between the caliber of succession planning activities and how employees perceive the organization's commitment to their professional development. The case study conducted by Malhotra and Verma

(2018) highlights the significance of employees' perceptions of succession planning methods and their impact on employee engagement.

Boushey et. al., (2019) in their research study "Tackling the Childcare and Eldercare Crisis" highlighted the significance of including caregiving demands within the industrial succession planning framework. It highlights how family considerations affect a person's propensity to enter the workforce. Chakraborty and Sharma (2019) conducted a study to investigate the function of succession planning in talent management in Indian manufacturing organizations. The study, which was "Published in the Journal of Business and Economics," focuses on the importance of succession planning for industrial talent management strategies. Joshi and Rao (2019) conducted an analytical investigation of the relationship between succession planning and an organization's performance in Indian manufacturing companies. Research sheds light on how succession planning performs in companies today and leads to a gap analysis, which is usually the first stage of programs aimed at organizational development.

Sharma and Reddy (2019), in their study, concentrated on how succession planning affects worker engagement in Indian manufacturing firms. Published in the "International Journal of Management and Social Science Research Review," their study shows that a more dedicated and motivated staff results from good succession planning, which has a beneficial impact on employee engagement. In their investigation of employee viewpoints on succession planning in the Indian industry, Singh and Kapoor (2020) used a qualitative methodology. The significance of comprehending employees' perspectives and anticipations for succession planning tactics is made clear by their research, which was published in the "International Journal of Human Resource Management and Research". The impact of "Succession Planning" on worker morale and job satisfaction in Indian manufacturing companies was investigated by Singh and Rajput (2020). Their research, which was published in the International Journal of Organizational Analysis, indicates that good succession planning raises employee morale and job satisfaction, which in turn leads to a happier workforce.

3. Research gap

The thorough analysis of research paper-related literature fills in a significant research void in the area of succession planning in the manufacturing industry. Its specific goal is to comprehend the significance of succession planning procedures, their effect on the functioning of the organization, and the attitudes and behaviors of employees toward these procedures. The study fills a research gap by examining the little-known function of succession planning in manufacturing organizations. There is a growing body of literature on the idea of succession planning and how it affects organizational performance, but little of it focuses on the

particular relationship that exists within manufacturing companies. The study distinguishes that the manufacturing industry has its unique characteristics and the extent to which succession planning is prioritized and its effects on performance may differ from other sectors. This study endeavors to address a critical gap in the literature by examining the significance of succession planning and its correlation with organizational performance within the context of manufacturing companies.

4. Problem statement

This study aimed to judge the level of importance manufacturing companies assign to succession planning and the impact of these practices on the overall outcome and performance of the organization. Additionally, it investigates the direct link between effective succession planning and enhanced company performance in the manufacturing sector. Ultimately, this research delves into the employee perceptions of succession planning and its role in shaping the success of these organizations.

Below mentioned research questions address the core objectives and hypotheses of the study, focusing on the importance of succession planning, its impact on organizational performance, and how employees perceive and engage with succession planning practices in the manufacturing sector. Research questions are formed as below:

1. How do manufacturing companies prioritize succession planning practices?
2. What is the perceived importance of succession planning among employees in manufacturing companies?
3. How is the influence of succession planning on company performance assessed?
4. Is there a positive relationship between succession planning importance and company performance?
5. Does effective succession planning directly improve the performance of the companies in the manufacturing sector?
6. How employee's opinions on the role of succession planning in their career development and the organization's success?

The research focuses on understanding succession planning practices in manufacturing companies. It seeks to assess how these companies prioritize and perceive succession planning's importance and how it affects their overall organizational performance. Specifically, the study explores the connection between the emphasis placed on succession planning and the company's performance, as well as the direct impact of effective succession planning on organizational success. Additionally, it delves into how employees view succession planning's role in their career development and the company's overall achievements.

5. Research Methodology

The descriptive research design was adopted to

conduct this research study as it aimed to understand the quantitative relationship between variables by hypothesis testing. The primary data was collected using a structured close-ended questionnaire. All the variables were measured on a five-point Likert scale for the importance and agreement level of employees towards succession planning in the manufacturing industry. The survey was conducted for 45 human resource managers with non-probability purposive sampling. SPSS software is used to estimate the statistical relationships among variables. T-test and correlation statistics are used for hypothesis testing at 95% confidence level and 5% of significance level.

Variables selected for study.

a) The importance given to succession planning

1. The organization effectively maintains continuity of leadership within the organisation
2. The organisation effectively identifies and develops the skills and competencies of
3. The organization effectively prepares employees for future leadership roles.
4. The organization effectively transfers knowledge to the next generation of leaders.
5. The organization effectively ensures that critical information is not lost.
6. Employees see opportunities for career growth and development within the organization.
7. Knowing that the company invests in its fruits can improve job satisfaction and retention.
8. The organization effectively reduces the risk associated with leadership vacancies.
9. The organization effectively ensures that backup plans are in place, reducing the impact of unexpected departures or other disruptions.
10. Overall, succession planning is given significant importance in the organization.

b) Impact of succession planning

1. Succession planning enables synchronization of leadership development initiatives with their strategic objectives.
2. It ensures that future leaders are prepared to drive the company.
3. Succession plans can advance diversity and inclusion efforts by recognizing and nurturing a varied talent pool.
4. Succession planning ensures quick and effective leadership transitions, and market changes.
5. Succession planning plays a crucial role in maintaining and evolving the organization's culture.

6. Data Analysis

Hypothesis testing is critical for several reasons. It helps to assess research questions, evaluate quantitative data, establish correlations between variables, make

inferences about the population, add precision and objectivity to the study, and inform policy decisions within organizations. Hypothesis testing also contributes to the body of knowledge in the field and is often a requirement for publication in reputable journals. It plays a fundamental role in systematically investigating and drawing meaningful conclusions about employee perceptions and succession planning practices in manufacturing companies.

Hypothesis 1

H01: There is no significant relationship between the importance given to the implementation of succession planning practices in manufacturing companies and their overall organizational performance.

Ha1: There is a significant positive relationship between the importance given to the implementation of succession planning practices in manufacturing companies and their overall organizational performance.

The purpose of this hypothesis is to determine how satisfied and effective succession planning programs are viewed by employees. The research has investigated the goals surrounding succession planning in manufacturing organizations and employee opinions regarding these practices by applying a 5-point Likert scale to data collecting. This Likert scale allows respondents to express how much they agree or disagree with statements or questions. The response options vary from "1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, and 5= Strongly Agree." The hypothesis that is being investigated suggests that there is a significant positive link between the attention that manufacturing companies take on implementing succession planning strategies and the overall performance of these enterprises. The research topic at hand revolves around a study of employee perceptions concerning the succession planning practices adopted by manufacturing companies. The focus of this research is on how employees feel about the succession planning strategies that industrial organizations have implemented.

The primary objective is to ascertain the extent to which employees perceive these practices as conducive to their career development and how these perceptions align with, or influence, the broader organizational performance. This research aims to explore the interconnectedness between the significance of succession planning, employee viewpoints, and the resultant impact on the overall effectiveness and success of manufacturing companies. A mean of more than 3 on a five-point Likert scale is considered to be the positive opinion of respondents towards the importance given to succession planning.

Analysis has resulted in the outcome mentioned below in Table 1.

Table 1. One sample statistics

"One-Sample Statistics"				
	N	Mean	Std. Deviation	Std. Error Mean
The organization effectively maintains continuity of leadership within the organization	45	4.29	1.079	.161
The organization effectively identifies and develops the skills and competencies of	45	3.38	1.072	.160
The organization effectively prepares employees for future leadership roles.	45	4.27	1.031	.154
The organization effectively transfers knowledge to the next generation of leaders.	45	4.38	1.029	.153
The organization effectively ensures that critical information is not lost.	45	3.53	1.160	.173
Employees see opportunities for career growth and development within the organization.	45	4.00	1.187	.177
Knowing that the company invests in its future can improve job satisfaction and retention.	45	4.07	1.195	.178
The organization effectively reduces the risk associated with leadership vacancies.	45	3.87	1.179	.176
The organization effectively ensures that backup plans are in place, reducing the impact of unexpected departures or other disruptions.	45	3.24	1.190	.177
Overall succession planning is given significant importance in the organization.	45	4.29	1.160	.173

Based on the analysis data and the hypothesis statement that posited a significant positive relationship between the importance given to the implementation of succession planning practices in manufacturing companies and their overall organizational performance, the following statistical inferences are drawn:

The mean scores for various aspects related to succession planning practices are generally above 3.0 on a 5-point scale. This indicates that the participants perceive these aspects as being moderately to highly important in their organizations.

The standard deviations for these aspects range from approximately 1.03 to 1.19. While there is some variability

in responses, the standard deviations are not excessively high, suggesting some degree of consensus among participants regarding the importance of these succession planning practices.

To draw a significant statistical inference about the association between the importance of succession planning and company performance, one-sample t-tests comparing the mean scores for each aspect to a hypothetical mean that represents no relationship (e.g., a mean score of 3.0, indicating a neutral opinion) is performed. The results of these tests would indicate whether the perceived importance of these aspects is significantly different from a neutral standpoint.

Table 2. One sample t-test

One-Sample Test^a						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The organization effectively maintains continuity of leadership within the organization	4.420	44	.000	.711	1.04	.39
The organization effectively identifies and develops the skills and competencies of	3.893	44	.000	.622	.94	.30
The organization effectively prepares employees for future leadership roles.	4.770	44	.000	.733	1.04	.42
The organization effectively transfers knowledge to the next generation of leaders	4.057	44	.000	-.622	.93	.31
The organization effectively ensures that critical information is not lost.	2.699	44	.010	.467	.82	.12

(continued)

One-Sample Test ^a						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Employees see opportunities for career growth and development within the organization.	5.651	44	.000	1.000	1.36	.64
Knowing that the company invests in their future can improve job satisfaction and retention.	5.241	44	.000	.933	1.29	.57
The organization effectively reduces the risk associated with leadership vacancies.	6.446	44	.000	1.133	1.49	.78
The organization effectively ensures that backup plans are in place, reducing the impact of unexpected departures or other disruptions.	4.259	44	.000	.756	1.11	.40
Over the succession planning is given significant importance in the organization.	4.111	44	.000	.711	1.06	.36

Table 2 presents the results of one sample t-test.

The provided one-sample t-test results for various aspects related to succession planning practices in manufacturing companies reveal significant statistical inferences. The test value used is 3, which represents a neutral opinion or no relationship. Here are the key inferences:

- The organisation effectively maintains continuity of leadership within the organisation: The t-test indicates a significant positive difference ($t = 4.420$) between the mean score (4.29) and the neutral opinion (3). Participants perceive this aspect as significantly more important than neutral.
- The organisation effectively identifies and develops the skills and competencies of employees: The t-test also shows a significant positive difference ($t = 3.893$) between the mean score (3.38) and the neutral opinion (3). This aspect is perceived as significantly more important.
- The organization effectively prepares employees for future leadership roles: Participants find this aspect significantly more important ($t = 4.770$) based on the difference between the mean (4.27) and the neutral opinion (3).
- The organization effectively transfers knowledge to the next generation of leaders: The t-test demonstrates a significant positive difference ($t = 4.057$) between the mean score (4.38) and the neutral opinion (3). This aspect is seen as significantly more important.
- The organization effectively ensures that critical information is not lost: Although the t-test shows a significant difference ($t = 2.699$), the confidence interval includes both positive and negative values. This suggests that while this aspect is perceived as important (mean = 3.53), there might be some

variation in opinions.

- Employees see opportunities for career growth and development within the organization: The t-test reveals a highly significant positive difference ($t = 5.651$) between the mean score (4.00) and the neutral opinion (3). This aspect is viewed as significantly more important.
- Knowing that the company invests in their future can improve job satisfaction and retention: Similar to the previous aspect, this one also has a highly significant positive difference ($t = 5.241$) between the mean score (4.07) and the neutral opinion (3). It is considered significantly more important.
- The organization effectively reduces the risk associated with leadership vacancies: The t-test indicates a highly significant positive difference ($t = 6.446$) between the mean score (3.87) and the neutral opinion (3). This aspect is perceived as significantly more important.
- The organization effectively ensures that backup plans are in place, reducing the impact of unexpected departures or other disruptions: The t-test shows a significant positive difference ($t = 4.259$) between the mean score (3.24) and the neutral opinion (3). This aspect is considered significantly more important.
- Overall, succession planning is given significant importance in the organization: The t-test demonstrates a significant positive difference ($t = 4.111$) between the mean score (4.29) and the neutral opinion (3). Participants perceive overall succession planning as significantly more important.

In summary, the results of these one-sample t-tests indicate that the aspects related to succession planning practices are consistently perceived as significantly more important than a neutral opinion (value of 3). This

suggests a positive attitude and a strong perception of the importance of these practices within the surveyed manufacturing companies.

Hypothesis 2

H02: Succession planning has no significant impact on the organizational performance of manufacturing companies.

Ha2: Succession planning has a significant positive relationship with the organizational performance of manufacturing companies.

The objective of this research is to examine the influence of succession planning on organizational performance.

The study will focus on assessing the “impact of succession planning practices” within manufacturing

companies and if they correlate with the overall performance of these companies. Additionally, the research subject revolves around knowing employee experiences regarding the succession planning practices applied by production firms. This study aims to uncover the extent to which employees perceive these practices as beneficial or effective in their career development and how these perceptions may relate to organizational performance. By studying these facets, the research seeks to highlight the interplay between succession planning, employee viewpoints, and its implications on the wider organizational landscape. The research topic of this study is centered on employee perceptions of the succession planning practices employed by manufacturing companies. The primary goal is to examine how employees perceive these practices, particularly in terms of their influence on career development, and whether these

Table 3. Correlation statistics

Correlations		Overall succession planning is given significant importance in the organization
Overall succession planning is given significant importance in the organization	Pearson Correlation	1
	Sig. (2-tailed)	
Succession planning allows organizations to align leadership development with their strategic goals and objectives.	N	45
	Pearson Correlation	.704**
Succession planning ensures that future leaders are prepared to drive the company in the desired direction.	Sig. (2-tailed)	.000
	N	45
A well executed succession plan can promote diversity and inclusion by identifying and developing an diverse pool of talent for leadership roles.	Pearson Correlation	.640**
	Sig. (2-tailed)	.000
Succession planning ensures that the organization can respond quickly and effectively to leadership transitions, market changes and evolving industry trends.	N	45
	Pearson Correlation	.772**
Succession planning plays a crucial role in maintaining and evolving the organization's culture	Sig. (2-tailed)	.000
	N	45
The organization effectively identifies and develops leaders who can uphold and promote the company's values and culture.	Pearson Correlation	.646**
	Sig. (2-tailed)	.000
Succession planning is crucial for the long term sustainability of the business	N	45
	Pearson Correlation	.600**
A well-executed succession plan can inspire confidence in customers, investors and other stakeholders.	Sig. (2-tailed)	.000
	N	45
Stakeholders see that the organization is prepared for the future and can continue to meet their needs and expectations.	Pearson Correlation	.552**
	Sig. (2-tailed)	.000
Overall succession planning plays a very significant role in the organizational performance	N	45
	Pearson Correlation	.583**
	Sig. (2-tailed)	.000
	N	45
	Pearson Correlation	.740**
	Sig. (2-tailed)	.000
	N	45
	Pearson Correlation	.599**
	Sig. (2-tailed)	.000
	N	45
	Pearson Correlation	.543**
	Sig. (2-tailed)	.000
	N	45

** Correlation is significant at the 0.01 level (2-tailed)

perceptions correlate with and contribute to the overall organizational performance. This research aims to explore the interdependence between effective succession planning, employee perspectives, and their combined impact on the overall success and effectiveness of manufacturing companies. The provided correlation statistics reveal strong positive correlations between the perceived importance of succession planning practices and various factors related to company performance within the manufacturing industry. Here is the interpretation:

- **Overall Organizational Importance:** The statement "Overall succession planning is given significant importance in the organization" serves as an indicator of how highly succession planning is valued within the company. It has a strong positive correlation with various aspects related to succession planning.
- **Alignment with Strategic Goals:** Succession planning's ability to align leadership development with strategic goals and objectives shows a highly significant positive correlation (.704**). This suggests that when succession planning is considered important, it is more likely to align with the company's strategic direction.
- **Preparation of Future Leaders:** The perception that succession planning ensures that future leaders are prepared to drive the company in the desired direction has a strong positive correlation (.640**). This implies that organizations valuing succession planning tend to believe it effectively prepares their future leaders.
- **Promotion of Diversity and Inclusion:** Succession planning's role in promoting diversity and inclusion is strongly correlated (.772**). Companies that emphasize succession planning are more likely to see it as a way to cultivate diverse leadership talent.
- **Adaptation to Change:** Succession planning's role in enabling organizations to respond quickly and effectively to transitions, market changes, and industry trends is positively correlated (.646**). This suggests that when companies prioritize succession planning, they see it as vital for adaptability.
- **Cultural Evolution:** The correlation between succession planning and maintaining and evolving the organization's culture is strong (.600**). Organizations that value succession planning are more likely to believe it plays a significant role in shaping and preserving their culture.
- **Upholding Values:** Succession planning's ability to identify and develop leaders who can uphold and promote the company's values and culture is positively correlated (.552**). This indicates that organizations valuing succession planning often see it as a means to preserve their values and culture.
- **Long-Term Sustainability:** Succession planning's importance for long-term sustainability is positively correlated (.583**). Companies that place impor-

tance on succession planning tend to view it as crucial for their long-term business sustainability.

- **Stakeholder Confidence:** The perception that a well-executed succession plan can inspire confidence in customers, investors, and stakeholders shows a highly significant positive correlation (.740**). Companies that give importance to succession planning are more likely to believe it positively impacts stakeholder confidence.
- **Meeting Stakeholder Needs:** The correlation between succession planning and stakeholders perceiving that the organization is prepared for the future and can meet their needs and expectations is strong (.599**). This suggests that when organizations prioritize succession planning, stakeholders are more likely to view the company as well-prepared.
- **Overall Organizational Performance:** The statement "Overall succession planning plays a very significant role in organizational performance" also has a strong positive correlation (.543**). This implies that organizations that emphasize succession planning tend to associate it with enhanced overall organizational performance.

The correlation statistics support the hypothesis that there is a positive association between the perceived importance of succession planning practices and various factors related to organizational performance within manufacturing companies. These strong correlations indicate that when succession planning is highly valued and important, it is associated with positive outcomes for the organization.

7. Conclusion and Discussion

The study's correlation analysis and one-sample t-tests provide compelling evidence of a strong and positive relationship between the perceived importance of succession planning practices and key aspects of organizational performance within manufacturing companies. When organizations highly value succession planning, it correlates with several positive outcomes. This includes alignment with strategic goals, the effective preparation of future leaders, promotion of diversity and inclusion, improved adaptability to change, preservation of organizational culture, upholding of values, ensuring long-term sustainability, inspiring stakeholder confidence, and enhancing overall organizational performance. These findings emphasize the strategic significance of succession planning and its potential to drive positive organizational outcomes. However, it's important to recognize that these results are based on perceptions, and future research may further explore causality and measure concrete performance indicators to deepen our understanding of the relationship between succession planning and organizational success.

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