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The Effect of De-Cruitment on Organizational Succession Planning. A Review of Extant Literature

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Abstract--The general objective of the study is to determine the effect of de-cruitment on organizational succession planning. Restructuring anywhere around the world is often premised on the need to make a system more functional and most especially when the existing system is either unable to fulfil its essence of existence profitably or when it is observed that such system is moribund. However, what do we say of a defective restructuring, and how do we guide against such as a lot of organizations in trouble times to seek for solutions in these regards. Unarguably, a lot of factors can be responsible for the corporate crisis from internal to external on a wider spectrum however in an attempt to solve this crisis a far-reaching decision would have to be made on the various input into the business, processes and structure. This decision is often than none on the need to restructure the existing arrangement thus affecting personnel and other resources. From the personnel angle; it could be a wrong hiring decision, previous internal restructuring without training, over-bloated staff strength, poor/sluggish personnel performance, among others. While in most cases employees' go errors are often committed on the part of decision-makers during the process of addressing the corporate crisis. The thrust of this paper is on how to manage employees' recruitment exercise during the process of solving corporate crisis without aggravating the crisis.

Keywords---corporate crisis, de-cruitment, organizational, restructuring, succession planning.

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Introduction

Over the decades the management process concerned with human resources has changed considerably. These changes become particularly visible just by focusing alone on how we account for and monitor workers working time, remuneration and motivation systems or staff recruitment procedures. Moreover, the measures taken by organizations in terms of employees parting with the company have changed as well (Hoffman et al., 2014). Meanwhile, the ever more prevalent use of technologies in performing tasks which used to be carried out by workers brings about ever greater loss of jobs.

This phenomenon makes it necessary for companies to make strategic decisions not only in terms of reorganizing management processes but, above all, within the area of human resources. While gaining more insight into recruitment as a function of human resources management, the author has observed that in the Polish-language literature there are no recruitment processes outlined as a comprehensive procedure for layoffs and departures taking place in an organization, and neither for the redeployment of the workforce. In searching for information on measures taken by organizations and methods and techniques applied within this field, the most likely outcome is to come across descriptions of the initiatives which employers undertake incidentally. Although there are formalized descriptions of individual recruitment actions, they are mainly reduced to the basic activities involved in the recruitment process. For layoffs initiated by employers, they are comprised of: evaluation of employees, interviews informing about the layoff completing the necessary formalities, severance pay or organizing outplacement process (Pocztowski, 2007).

If the decision about leaving the company is made by an employee, the employer usually holds a conversation with the outgoing worker to find out about the reason behind his or her departure. If retaining the worker is not possible, the employer says farewell, with his or her only worry being how fast he or she can find a new worker for the position just vacated. However, the comprehensive approach to the recruitment process assumes that it is necessary to perform additional actions whose aim is not only to keep the effects of the worker's departure to a minimum but also to contribute to the company's growth. According to the report in the yearbook of labour statistics 2015 (GUS 2015) the layoffs rate in Poland throughout 2013-2014 grew from 18,9% to 19,3%. In Lodz Province, this situation is even worse (the rate grew from 21,1% to 22%). Nigeria situation after the Bank recapitalization by the then CBN Governor (Charles Soludo) witnesses a high rate of worker's departure too (Riemer 2016).

Krasnova (2017), pointed out that in 2014 there were in total 211,8 thousand employer-initiated layoffs, while 178,9 thousand workers left their jobs based on their own decision. Taking into account workers who exit the company because of retirement, disability pension for incapacity for work or rehabilitation (81,1 thousand), almost half a million workers participated in the recruitment process. 1 Across the region in question, 2 although the year 2014 saw a growing number of people getting jobs, the number of layoffs also increased (by nearly 5,2%), making the number of workers who lost their job exceed by 5 thousand that from the year

before. For the sake of comparison, it should be stressed that for entire Poland the increase in the number of workers exiting the company was at 2,6%.

The factors outlined above were the primary reason for the author to conduct preliminary research and to make an attempt at identifying the decruitment process implemented in companies operating across the Province of Lodz. The main aim of the paper is to present the process of decruitment in terms of the actions taken, their efficiency and effects. The auxiliary objective is to present the views of human resources specialists on how they believe a sound decruitment process should look like ([Michel & Kammerlander, 2015](#); [Acree, 2016](#)).

Statement of Problem

No corporate Organization whether small or big can survive the test of time in this competitive age without a succession plan. However, no matter how strategic managers or management team can be succession plan is inevitable but the strength of every manager or management team lies in how such succession plan is planned, also, for an organization to remain a going concern. Recent happenings around the world reveal that a lot of organizations are not having it blooming, while some are facing the reality others are trying to cover up ([McCallin et al., 2009](#); [Pandey & Sharma, 2014](#)).

In Nigeria for example, the banking industry, Manufacturing industry and even some Governmental agencies are seriously in crisis using different nomenclature like a merger, acquisition, bailout, reform, restructuring, privatization to mention but a few as a coping strategy. The reality is that the organizations are confronted with crises and that is why restructuring and the likes became imperative. Although this situation is not peculiar to this country Nigeria and even Africa as a continent, what is worrisome is if other measures have been taken before resulting to the last option 'decruitment' and of prime interest is also whether the process of recruitment is objectively carried out.

The News Agency of Nigeria (NAN) through 'The Guardian' newspaper recently bemoan how the banking industry was reducing their staff strength; the then First City Monument Bank (FCMB) on April 30 2012, disengaged 550 staff of Fin Bank Plc due to the current merger process between them. In a similar development, Access Bank Plc on February 1, 2012, downsized 1,500 staff of Intercontinental Bank while Zenith Bank Plc sacked 200 of its workers on April 24, 2012. In the same vein, a committee set up by Federal Government of Nigeria to look into the structure of government agencies, recommended pruning down government ministries, departments and other agencies from 263 to 161 as reported by Oronsaye. This report without implementation has generated a lot of controversies from the stakeholders' most especially labor leaders because of the negative implication it will have on the Nigerian civil servants. Although the Nigerian Labor Law under section 20 gave a vivid insight into how to implement redundancy in the case of one especially when the organization is seriously in financial crisis and running cost is becoming too high for the management to bear. Acknowledging the fact that one of the build-ups to increase in running cost of any business or organization is the employees' remunerations and during the corporate crisis, redundancy can be declared on idle workers or on those activities that are not key

or streamline in the process of work redesign but this should be implemented with a high level of sincerity and objectivity. Therefore, this paper thinks that if decruitment process is not appropriately managed, grudges (legal actions) and sabotage can set in from the part of unjustly exited employees while discontent and demotivation are likely to spread among the existing personnel of the organization and the impact could be disastrous as competitors could use the advantage to hijack the skilled and experienced staff to their side (Elsbach, 2003; Ferris et al., 2009).

Research Objective

- Access the effect of direct recruitment (Retirement because of old age, Voluntary departure and Layoffs) on organizational succession planning
- Examine the effect of indirect recruitment (Reorganization of working patterns, Reduction in overtime outplacement and Changes of the employment forms) on organizational succession planning

Research Questions

- What is the effect of direct recruitment (Retirement because of old age, Voluntary departure and Layoffs) on organizational succession planning?
- What is the effect of indirect recruitment (Reorganization of working patterns, Reduction in overtime outplacement and Changes of the employment forms) on organizational succession planning?

Scope of the study

This study examines the effect of decruitment on organizational succession planning. The study is non-empirical as it involves the review of extant literature. The study is limited to the following dimensions of the independent variable decruitment (Direct recruitment comprising of - Retirement because of old age, Voluntary departure and Layoffs) and Indirect recruitment - Reorganization of working patterns, Reduction in overtime outplacement and Changes of the employment forms), While organizational succession planning represents the dependent variable.

Review of Related Literature

Concept of decruitment

Decruitment is the process by which an organization reduces its workforce. In academic literature, the definition of decruitment that is most likely to be cited is that it is a phenomenon involving the emergence or implementation of changes concerning the quality and quantity of human resources in an organization with the long-term objective being optimization of those resources (Pocztowski 2007). In this approach, the changes implemented refer essentially to actions initiated by the employer (layoffs, internal outplacement, demotion) while the changes already existent are concerned with workers who leave the organization for reasons that are not attributable to the employer (e.g. voluntary departure, retirement because of old age or invalidity). The once narrow approach to this process assumed that

recruitment was to be confined merely to actions implemented by the company within the scope of layoffs (voluntary and employee-initiated). Today, however, recruitment is perceived in a much broader sense. It encompasses (Pocztowski 2007), all the measures are taken and implemented by the employer, but also the actions that are unfolding regardless of the employer's will, whose outcome is parting company with the employee (direct decruitment) or enforced modification of the conditions of employment (indirect decruitment) (Chi & Ceci, 1987; Erkens et al., 2012).

Considering who is the initiator of the decruitment decision, we can divide it into active and passive. Active decruitment covers layoffs initiated by the employer and all those measures taken within the frame of indirect decruitment. Voluntary departures, on the other hand, as well as retirement due to old age or invalidity, represent passive decruitment. It should be stressed at this point that the employer's "passivity" refers only to the initiation of the process. Even if the decision to leave is that of the worker's, the employer is still required to take specific actions if only to prepare the relevant documentation, to hold a conversation with the departing employee or initiate the recruitment process for the vacated position. For this paper, it has been assumed that a correct decruitment process should include all the necessary actions and procedures initiated and implemented by the employer for the internal and external labor market to optimize employment given the "negative" change in the employment structure (Haque, 2015; Nneka et al., 2016).

The meaning of decruitment?

No one single universal definition in describing decruitment. The concept encapsulates downsizing, retrenchment, lay-off, redundancy among others but arising from the need to reduce staff strength in the organization. Decruitment in most cases arises to save the future of the organization and employment of a larger part of the present employees of the organization. Decruitment is the process of reducing the size of an organization's workforce or restructuring its skill base. Denoted by $S < D$ that is If the supply for workers exceeds demand for it. This happens when an organization is passing through difficult situations and need to balance the demand against supply. The various decruitment options available to an organization are Akinbode (2014):

- Firing - This refers to permanent involuntary termination of employees.
- Layoffs - These refer to temporary involuntary termination of employees. Layoffs may last only for a few days or extend up to years.
- Attrition - This is achieved when an organization does not fill the openings created by voluntary resignations or normal retirements of its employees.
- Transfers - This happens when employees are moved either laterally or downward. This usually does not reduce costs but, it can reduce intra-organizational supply-demand imbalances.
- Reduced workweeks - This is achieved by having employees work fewer hours per week, share jobs, or perform their jobs on a part-time basis.
- Early retirements - Here, the organization provides incentives to older and more senior employees for retiring before their normal retirement date.

- Job sharing - This is achieved by having employees share one full-time position.

Characteristics of decruitment

- Imposed by reality.
- It is an activity authorized by the senior management team.
- It is a process of picking more competent and relevant employees and eliminating incompetent and irrelevant ones in the light of work redesign.
- It is negative to concerned employees but positive to the organization (Akinbode, 2014).

Objective vs subjective decruitment

Subjective Decruitment is a bias decruitment exercise in which due process is ignored for favouritism based on personal criteria, norms, standard and another unfair act. Selection criteria are based on the principle of discrimination. Such a decruitment process is often based on ethnicity, gender, trade union membership, race or color, marital status, national origin, religion or belief, disability, bottom power, Godfathers, family relations, bribery and so on. Although discrimination rules are different throughout the world, some common principles can be noted most importantly, that decisions based directly on any of the above features will be unlawful. Therefore, choosing someone for decruitment merely because of active participation in union activities or any reason relating to maternity leave, birth or pregnancy, disability or any other family leave, will not be acceptable. This approach is used by uncultured and unprofessional management without minding the consequence on the existing crisis, forgetting that there is room for appeal in any case of unfair/subjective decruitment and that is why objective decruitment is important to avoid legal action which is capable of endangering the current state of the organization profile. From the view above, subjective decruitment does not have a laid down rule or procedure for reducing staff strength.

A sincere objective decruitment exercise goes beyond just picking individuals that are to leave the organization but it identifies the right individuals who will no longer fit into the new work arrangement. Therefore, it involves the process of using objectively developed standards, common criteria or norms to select the individuals who will not fit into the proposed work redesign. Issues of merit, experience, education, adaptability, skill ability, commitment and other qualifications are often of top priority. The extent to which the procedures adhere too, the better it is for the organization to move away from the pending crisis and reducing the chances of aggravating it.

Considering who is the initiator of the decruitment decision, we can divide it into active and passive. Active decruitment covers layoffs initiated by the employer and all those measures taken within the frame of indirect decruitment. Voluntary departures, on the other hand, as well as retirement due to old age or invalidity, represent passive decruitment. It should be stressed at this point that the employer's "passivity" refers only to the initiation of the process. Even if the decision to leave is that of the worker's, the employer is still required to take specific actions if only to prepare the relevant documentation, to hold a conversation with the

departing employee or initiate the recruitment process for the vacated position. For this paper, it has been assumed that a correct recruitment process should include all the necessary actions and procedures initiated and implemented by the employer for the internal and external labour market to optimize employment given the "negative" 3 change in the employment structure.

Objective recruitment options during corporate crisis

- Last in First Out (LIFO): This represents the recruitment of the set of employees that were employed from the rear till it gets to the expected number planned for. This has a direct relationship with length of service in the organization but it often involves employees with least years of service that is those that recently joined the service of the organization (Krasnova, 2017).
- A common criterion for recruitment because of the risk and cost involved. Most of the employees in this category are often fresh in the system, beginners and learners with lower expertise and compensation (Akinbode, 2014).
- First in First Out (FIFO): This also has to do with the length of service in the organization but from the highest years that is those to be considered are employees who have been with the organization for a long period. There is need for caution here because competent and agile hands should not be dropped and if this is thrown into the wind, competitors can take advantage of this.
- Poor Performance record: Performance is critical to any organization survival and if there is any employee with a high incidence of poor or sluggish performance record such are to be recruited ahead of time. A way of going about this is to review the record of every employee noting queries on performance and input to the organization bottom line.
- Misconduct Record: In most cases when the need to reduce staff strength becomes imperative, management often reviews the files and document of staff to know those who have the highest rate of misconduct. Such categories of staff are always added to the list of the purported staff to be disengaged.
- Age and retirement: commonly used alternative to compulsory dismissals is asking for volunteers to take early retirement. This has many of the advantages associated with voluntary measures and may also provide opportunities for younger workers to advance into new roles. However, sometimes it means that the organization loses substantial skills and experience. The effectiveness
- Job restructuring/skill relevancy: In the process of restructuring and pruning down jobs, when some jobs are cut off some staff with irrelevant skills who cannot also be redeployed to meet up with the new arrangement even with training are often disengaged too.
- Health Record: At times during the exercise human face can be lost into the air. Some staff that were been kept for ethical or social reasons might be disengaged. Staff suffering from prolonging ailment which is affecting their level of productivity might also be asked to go.
- Employee leasing: At times recruitment is done with a human face most especially when it involves good hands and the company in question has strong tentacles. Sister companies or partnering companies can be liaised with to absorb this personnel under an agreement for some time.

- Temporary disengagement: This is a measure to still instil some assurance in the staff that they are still with the organization when this turnaround from the present predicaments. Personnel do have their employment withheld owing to the crisis, this is often done to retain good hands and avoid unnecessary legal action whilst they might be recalled when things get better.
- Work hour cut: The introduction of skeletal service is another form of reducing staff strength. Employees can suffer some form of temporary decruitment in this form. The long effect is a reduction in running cost for the organization with a reduction in staff salaries because they will only be paid for a few days worked.
- Qualifications: important principle for selecting which employees should be dismissed during a retrenchment exercise is to try to retain those individuals who will contribute most to the business in the future. Therefore, using worker qualifications may be an obvious guide to the skills of employees. However, clients should consider whether qualification requirements disproportionately affect particular groups, for example, ethnic or national groups. There is nothing wrong with using worker qualifications as a criterion if they genuinely reflect the necessary skills for a post. However, the skills should be used in the job. Moreover, other tests may be available that can be used in the job.
- A combination of any of the above is also possible. In fact, in reality, it is what organizations do.

Process of objective decruitment exercise during corporate crisis

- Determination of source of the corporate crisis: A serious diagnosis of the present situation must be carried out to ascertain the source of the crisis (Krasnova, 2017). This is the responsibility of senior management team, it could be erroneous product design, managerial mistake, unfriendly policies, natural disaster, reputational issues, psychopathic act, etc irrespective of the source of corporate crisis there will always be negative personnel implication to it indirectly but there could also be direct corporate crisis via human resources (Loss of key executives, Loss of key personnel, Rise in absenteeism, Rise in vandalism and accidents, Workplace violence, etc.) But whichever, the common practice is to see decruitment as a last resort other is freeze on a new hire, internal transfer or redeployment, reduction in salary, etc. At this stage, a committee is expected to be set up in the organization to manage the decruitment process. The role of the committee will be to determine the revised shape of the workforce, plan in detail the numbers of workers required in each division of the organization and the skills required for each post, determine a draft timeframe for implementation, to ensure there is a clear timeframe for each, stage of the decruitment process and enough flexibility to allow for changes in the process to reflect ongoing consultation.
- Job Redesign: Job enlargement, job enrichment, etc. are the options here to compress and give more responsibilities to fewer hands especially where the system is over blotted with staff. Eliminating those functions and activities that are considered irrelevant to the new work processes. For example, some of the questions will be: what functions are germane to the new work order? What activity is irrelevant to the new arrangement? Etc.

- Determine the extent of Personnel Implication: Consideration of the present workload and the required work hours based on the new work arrangement from unit to sections, department and the likes are the next stages.
- Personnel Audit: This is a critical stage in the process. The effort is to generate a report of the true personnel status in the organization. The audit is to ascertain the total number of personnel, ghost workers (if any), ages of staff, numbers of years spent in the organization, health status, educational qualifications, skills, etc.
- Involve all stakeholders in the process: Engage workers and their trade unions (if in a unionized setting) or other representatives. Consultation may also include Local, State, or Federal Government Agencies (most frequently the Ministry of Employment, Labour and Productivity). Reach an agreement with stakeholders on the process for consultation. One of the easiest ways to ensure problems with any process, particularly one as difficult as decruitment, is to leave unions and other stakeholders feel that they have no say about the process (Krasnova, 2017; Akinbode, 2014).
- Select the decruitment Option of Choice: Adopt the applicable option from the ones discussed above.
- Compensation procedure and fund availability: This can be done in two ways: Monetary and nonmonetary procedures.
 - Monetary plan can be put in place to cushion the effect of job loss by the employees. This monetary compensation varies within organizations, depending on an individual employee's length of service, wage or salary level, performance, or special hardship payments. However, employees should be fully compensated for their notice period. If not required to work during this time, workers should receive a payment that reflects the wages they would have earned if they had been working. Any outstanding remuneration to employees on decruitment should be fully paid. Any loan, salary in advance and other outstanding to the employer that is deducted from final payment should be identified and this should only be done. Also, any such payments should not be delayed. It is good practice to ensure that payments are received by the employee on his or her last day of work. However, circumstances may make it otherwise it is important to ensure that the concerns and their representatives understand what is happening and know when payments will be made. There should be a means for complaint about late payment. Calculating the appropriate amount of payment for each employee requires accurate information on the salary and wage levels in the company and information about service and other criteria.
 - Non-Monetary Compensation: Companies may take a range of steps that go beyond monetary compensation. On situations like this, employees guide on how to find new sustainable means of livelihood is essential to cushion the effects of decruitment on the individual, family and society. Companies are often in a good position to use some resources to seek to improve the work and life chances of those workers that they have placed in precarious situations as a result of the retrenchment process. These may include one or a combination of the following:
 - Training career and financial counselling promotion of local economic development

- Opportunities outsourcing assistance with finding new employment.
- Enterprise training
- Communicate decruitment procedure: A proper documentation of the process is vital as evidence of disengagement. However, each of the affected must be provided with the following details; the reason of disengagement, management plan, a notice of disengagement, entitlement, mode of payment, time of payment, submission of company properties, etc.
- Implement the exercise: This phase is a dedicate stage to handle as there could be gang up and counter move by the affected personnel, however, if the process has been open and sincere lesser thorny issues will occur and if they do such will be treated under appeal. It is the phase for the announcement of the number of personnel that will be affected and how employees will be served their notices. The notice should be in black and white in duplicate copies while the affected will sign off for record purposes. If possible, HR should meet with every person affected by the exercise, and be prepared to review individual selection in light of any particular information learned. At this point, the final list is generated while necessary documentation is served to communicate a request for handover note, submission of company's properties in their possession (official vehicle, phone, etc.), while after due clearance authorization for necessary payment will be effected by account department. Depending on the arrangement in place outside the monetary compensation, other non-monetary compensation could be implemented as discussed above.

Managerial styles for decruitment during a corporate crisis

The approach of this paper is democratic and participatory styles. The reason for this is within the employment agreement; it is the duty of the employer to provide work for the employee and in case of any challenge due notice must be given to the affected employee by the employer. No element of force is required therefore it connote that the employee has carried along (participatory) and involved in the process that should be fair and objective (democratic).

Relationship between human resource planning and succession planning Fluman resource planning is both a dynamic process and combines several possible ways forward ([Ivancevich, 2007](#)). The first stage is simply that of stocktaking. Literature review if the first phase is stocktaking, the second phase is forecasting. [Armstrong \(2006\)](#), breaks this into two sub-phases, forecasting future people needs (demand forecasting), and forecasting the future availability of people (supply forecasting). One important outcome of human resource planning is succession planning, which is a "process of identifying a long-term plan for the orderly replacement of key employees", explain that succession planning is the process of assessing and auditing the talent in the organization to answer the three fundamental questions:

- Are there enough potential successors available and supply of people coming through who can take key roles in the longer term?
- Are they good enough?
- Do they have the right skills and attributes for the future?

Succession planning is based on the information supplied by talent audits, supply and demand forecast, and performance and potential review. In some large organizations in which demand and supply forecasts can be made accurately, highly formalized succession planning processes based on the sort of management succession scheduled Behavioural theory. The Behavioural role theory [Katz & Kahn \(1978\)](#), suggest that human resource policies and practices with firm strategy, employees will be better able to “meet the expectations of role partners within the organisation (i.e., supervisors, peers, subordinates), at organisational boundaries (e.g., customers), and beyond (i.e., family and society)” ([Jackson & Schuler, 1995](#)).

Resource-based theory [Barney \(1991\)](#), [Prahalad & Hamel \(1997\)](#), suggests that resources that are rare, inimitable, and non-substitutable provide sources of sustainable competitive advantage for the organisation. Several researchers argue that, if strategically managed, a firm’s “human resource deployments” have the potential to meet these conditions and thus provide the firm with an advantage in terms of its human, social and intellectual capital ([Nahapiet & Ghoshal, 1998](#); [Wright & Mchan, 1992](#)). In the past, succession planning was equated with replacement planning. At General Electric each manager was required to identify four backup candidates for their positions ([Charan, 2001](#)). Peter Drucker disagrees with the concept of replacement planning because it does not adequately prepare incumbents for long-term leadership success. According to Drucker, leaders should enter a corporation to outlive it ([Charan, 2001](#)). If succession planning is not the same as replacement planning, what is it? [Charan \(2001\)](#), defined succession planning as follows: Succession planning is perpetuating the enterprise by filling the pipeline with high-performing people to assure that every leadership level has an abundance of these performers to draw from, both now and in the future. According to the above definition, succession planning is viewed as a leadership pipeline that increases leadership effectiveness over time. Four principles that emerge from this definition are:

- The focus should be performance.
- The Pipeline demands a continuous flow.
- The Pipeline turns must be fully understood.
- Short term and the Long term must be considered simultaneously.

This definition is dynamic because it is futuristic. [Scharmer \(2007\)](#), calls this outlook co-creating, a transformational stage during which leaders explore the future by doing. From [Garman & Glawe \(2004\)](#), perspectives succession planning is a structured process involving the identification and preparation of a potential successor to assume a new role. The word “structured” emphasizes the need for the Top Management Team and the board to prepare for succession ahead of time instead of a reacting to a “just in time” need. While this definition by Garman and Glawe is concise and to the point, it lacks the energy and future pull of adds her definition: “Succession management is the development of a pool of talent with the skills, attributes, and experiences to fill specific, often high-level positions”.

Howe's definition represents future-oriented organizations that assess and forecast for future leadership needs. In this regard, this definition broadens the scope of succession planning by introducing a dynamic need for change ([Beckhard et al., 1996](#)). Further reported that 67% of companies do not have a succession plan and 45% have no executive development plan in place. This leadership crisis can be

alleviated by the implementation of executive succession training programs by the Top Management Team. These programs can start by instilling a corporate vision, followed by training on the business plan (goals and strategies), succession plan (target positions required, competencies and high potential candidates) and lastly, career development plans (specific knowledge, skills and experiences). Regardless of the nature of industry or organization, it is the primary responsibility of the board and TMT to ensure that there is a succession plan in place.

This ensures organizational continuity and stability. Succession planning, according to Rothwell (2001), is "the process that helps ensure the stability of tenure of personnel." Further, he states that succession planning includes "any effort designed to ensure the continued effective performance of an organization, division, and department or workgroup by making provision for the development, replacement and strategic application of key people over time." Through such a program, succession planning helps an organization match present talent with needed future talent, meets strategic challenges, and ensures the preservation of institutional memory. It is a proactive approach to developing talent from within the organization through planned training activities (Rothwell, 2001).

Succession planning "involves preparing the agency for a change in leadership, but it also includes assessing what has been valuable and how that can be preserved and transferred to the subsequent regime." Fayol was one of the first writers to recognize and stress the organizational need for succession planning. If this planning did not occur, key positions would be filled with people who were not prepared or equipped to do the job (Rothwell, 2001). Contemporary authors have taken Fayol's thoughts a step further by arguing that succession planning is vital to an organization's survival today (Buckner & Slavenski, 2000; Buzotta & Lefton, 1997; Caudron, 1999; Hesselbein et al., 1996; Noel & Cohen, 1997; Wellins & Byham, 2001). Primarily, succession planning provides continuity of leadership, which is essential for companies to survive as CEOs and Senior Management positions become vacant due to retirement. Succession planning allows organizations to strategically place the right people in the right leadership positions for the future (Rothwell, 2001).

The concept of succession planning

Abbasi & Holiman (2000), described succession planning as a retention strategy which strengthens the firm's ability to retain their workers or discourages the employees to quit the firm. In a similar vein, theoretically stated that the outcome of the workers turnover and risk analysis should be performed periodically to assess the effect of succession practices. Succession planning offers the firms a method to solve issues like retiring workers and workers turnover. Therefore, firms currently need to attract, establish and retain talented workers who can become strong leaders. Rothwell (2001), also theoretically mentioned that succession planning brings effective performance and assists the firms for replacement and strategic application of key people over time.

Similarly stated that the objective of succession planning is to ensure the availability of appropriate human resources to fill the vacant positions created by retirement, promotion and the resignation of employees. Endorsed the wording of

Armstrong that succession planning facilitates the firms in response to any disaster carried out by the abrupt loss of key talent due to retirement and death. Also mentioned in their book that succession planning generates the pool of skilled, experienced and capable workers that are ready to acquire a key post when available. Investigated the role of succession planning in small and large firms from the practical view of business firms that mentioned that succession planning enables the firms to predict their sustainability beyond leaders' tenure for capturing the competitive edge. Similarly developed a framework of succession management capabilities and highlighted that succession planning generates internal capabilities of individuals as well as organizations to improve firm's performance and bring competitiveness in the current complex and volatile business settings. Empirically studied the relationship between succession planning and workers performance in the service sector and found that performance appraisal and succession planning are significantly associated with employees' performance. Whereas theoretically highlighted that employee retention encompasses all firm's efforts including succession planning required to ensure the workers not to quit the firm (Nzuve & Sing, 2010). It is in favor of the firms because it reduces the human resource cost both in hiring and training of new appointee on replacing the lost one. Empirically stated that firms with an autocratic management style have higher absenteeism and workers turnover. Whereas studied succession planning in the banking sector by performing case study method and found that succession planning develops the worker's career paths which result in motivation among workers and reduce the turnover rate. Studied the workplace relationships with turnover intentions and found that team member relationship has a U-shape association with turnover intention.

Studied succession planning in the public health sector and stated that succession nine supports leadership continuity which brings success and sustainability for the firms. Furthermore, they mentioned that continuity decreases the human cost in terms of workers turnover. Found that ethical leadership significantly minimizes the turnover intentions among hotel employees. Conducted a cost and benefits examination of succession planning among nurses' managers and highlighted that implementation of succession program significantly minimizes the cost of replacement and produces an internal pipeline of future leaders. Peters-Hawkins et al (2018), studied the school principal leadership succession in an urban district and mentioned that the district fails to implement succession efforts to bring sustainability and smooth transitions of successors in place of predecessors. A recent study theoretically examined the management perception about succession planning in the agricultural sector and suggested that succession planning is crucial at all level of an organization to tackle the issues of retirement, dismissals, death and resignation (Mhlongo & Harunavamwe, 2017).

Practically, different trends, events and their likely implications are causing firms to adopt succession system proactively. Succession planning can be defined as a "systemic, long-term process of determining goals, needs, and roles within an organization and preparing individuals or employee groups for responsibilities relative to work needed within an organization". According to Rothwell (2010), succession planning initially perceived as a risk mitigation strategy intended to lessen the damage of key leadership. With time, it has developed much more than this. As per Groves (2003), succession planning currently works as a tool to manage

skilled human resources, leadership development and retain and deploy the talent in such a way that facilitates the firms to operate their full potential. Doing as such is progressively critical for a few reasons. First, succession planning helps the firm to save external hiring cost and motivate the internal employees to secure a leadership position in the future. Second, succession planning holds talented and skilled employees who empower the firms to appoint them on sudden vacant positions for the smooth functioning of retail banking operations and getting the full potential of their human resources. Fink (2010), stated that people are more interested in their career advancement and pursuits of employment. It is consequently essential that firms should formulate strategies such as succession planning to guarantee that they can attract and retain talent.

Succession planning combats the risk of turnover because of its proactive nature as Appelbaum et al (2012), explained that succession management practices transfer the knowledge to the young generation who will inevitably assume key leadership roles in the future. Many studies have done on family business succession as compared to corporate succession (Gilding et al., 2015; Ghee et al., 2015). Theoretically, a few studies have investigated the influence of succession planning on outcome variables. For instance Sweeney (2013), theorized succession planning as a worker engagement strategy that creates new knowledge paradigm, builds worker loyalty, discourages turnover intentions and improves employees' morale. In a similar in theoretically highlighted succession planning as an employee retention strategy which assists the firms to keep employees by offering development opportunities. Consistent with these findings empirically studied the relationship between succession planning and employee performance and found that succession planning significant improves the performance of employees. Past studies of succession management demonstrate that succession planning is its advanced stage which requires more studies to identify the potential of succession planning in creating future leadership through establishing the relationship of succession planning and worker turnover intentions. To our knowledge, past literature did not empirically; address the relationship between succession planning and turnover intentions (Robb, 2006; Sochacka, 2012).

Therefore, to bridge this gap, the present study investigates the influence of succession planning on turnover intentions among branch banking employees to retain talented workers for the competitive survival of banks. The main objective of this study is to assess the current level of succession planning in the banking sector, how succession planning discourages the employees to quit their intentions for leaving the Banks. Furthermore, the present study investigates the underlying mediation mechanism of job security and career attitude of workers that assist in strengthening the relationship between succession planning and turnover intentions. The reason to analyze the effect of this mediation process is that succession planning can increase job security while developing individual skills and can create professional attitudes among employees to develop their careers. Therefore, the current study is undertaken in the fast-growing service sector and area of Pakistan (Barton et al., 2008; De, 2002). The logic behind performing this study is that the banking sector in Pakistan is one of the leading service sectors contributing a large amount to the GDP of the country. Banks are continuously facing workers' turnover which is drastically shortening the skilled and talented human resources and poorly hitting the benchmarking of customer services. The

present study, therefore, offers to map for discouraging turnover intentions among employees through offering succession planning. The primary contribution of the present study is to empirically develop the relationship between succession planning and workers turnover intentions which were largely ignored in the literature on succession management (Pynes, 2004; Seeger et al., 2003). Moreover, the findings of the study contribute to the development of succession theory. Another primary contribution of the current study is to expand our understanding of agency theory and the behavioral agency model (BAM) by linking the employee and employer interests. Employers always try to prepare and retain skilled and talented human resources for their competitive edge, do not want to lose them even over time, try to minimize the workers turnover risk (cost the employers; hiring cost). On the other hand, employees' always in search of development opportunities regarding new jobs offers or training & development. Practically, the current study helps the top management of banks to improve their financial and operational performance by retaining skilled employees to offer quality services to their branch customers (Fizel & D'Itri, 1997; Etzioni, 1968; Farley, 2005; Hoffman, 2014).

Bank management should involve in proactive succession planning to discourage the turnover intentions and promote such a learning culture which mitigates the feelings of job insecurity and offers a cohesive workplace for building professional attitudes to foster the individual career development and performance. Furthermore, the findings support the managers to recognize the potential individuals to appoint them to the suddenly vacant position for performing the smooth branch banking operations. Finally, our study complements the findings of they empirically tested the relationship between succession planning and employee performance.

Research Methodology

This study examines the effect of decruitment on organizational succession planning. in the Nigerian Banking sector. The study is non-empirical as it involves the review of extant literature. The study was conducted using two dimensions of decruitment: (Direct recruitment comprising of - Retirement because of old age, Voluntary departure and Layoffs) and Indirect recruitment - Reorganization of working patterns, Reduction in overtime outplacement and Changes of the employment forms), While organizational succession planning represents the dependent variable. The study was qualitative.

Findings

From the foregoing, decruitment is the last option for surviving the corporate crisis. It is a deliberate process of reducing staff strength during a corporate crisis. The various options discussed are all-inclusive with no one option is exclusively a cure to managing the corporate crisis. The process can be objective or subjective but the view of this paper is on the objective to avoid legal actions and unnecessary staff demotivation in the organization which is capable of aggravating the crisis.

The HR specialists understudy understand decruitment as a complex process of actions that are planned, taken and monitored by the organization in terms of optimization of the organization's human resources. During their employment at

the employers, they described each of the specialists carried out decruitment actions, although none of them dealt with this process as a whole. The respondents emphasized that they could exercise no substantial influence on the majority of decisions made in the organization about decruitment. The companies have no formalized decruitment process, with the actions taken within the frame of decruitment being incidental. Moreover, they believe that in the organizations no sufficient emphasis is put on actions performed in the course of this process (it is even neglected). Still, the respondents are aware of the consequences of decruitment that is not conducted soundly and underline the importance of this process in the context of building an employer brand. Furthermore, none of the organizations investigated did the employer initiate or performs actions aimed at maintaining the relationships with former workers. Particular emphasis should be put on the fact that what becomes clear from the interviews is that employer's pay insufficient attention to the communication with outgoing workers and those who stay within the organization's walls. Moreover, the information obtained in the course of these actions the organization could use not only to prevent the causes of decruitment in the future but also to improve the organization management at different levels. On the other hand, maintaining positive relations with former employees enables the company not only to build the image of a good employer but it also provides additional opportunities to win valuable employees in the future (Sidor, 2010).

Conclusion

The HR specialists understudy understand decruitment as a complex process of actions that are planned, taken and monitored by the organization in terms of optimization of the organization's human resources. During their employment at the employers, they described each of the specialists carried out decruitment actions, although none of them dealt with this process as a whole. The respondents emphasized that they could exercise no substantial influence on the majority of decisions made in the organization about decruitment. Most organizations have no formalized decruitment process, with the actions are taken within the frame of decruitment being incidental. Moreover, they believe that in the organizations no sufficient emphasis is put on actions performed in the course of this process (it is even neglected). Most employees are aware of the consequences of decruitment that is not conducted soundly and underline the importance of this process in the context of building an employer brand.

On the other hand, maintaining positive relations with former employees enables the company not only to build the image of a good employer, but it also provides additional opportunities to win valuable employees in the future. From the foregoing, decruitment is the last option for surviving the corporate crisis. It is a deliberate process of reducing staff strength during a corporate crisis. The various options discussed are all-inclusive with no one option is exclusively a cure to managing the corporate crisis. Decruitment on the other hand may motivate several employers to analyze the decruitment procedures for their modification and improvement. Moreover, the findings may provide the basis for future research conducted by other scholars on decruitment processes in Nigeria. This research work has contributed to existing literature and knowledge on decruitment on organizational succession planning. The present study helps the bank management

to formulate a strategic and proactive succession system based on job security and build a strong career attitude towards decruitment and discourage the turnover intentions among banks employees.

Recommendation

- A particular emphasis should be put on the fact that what becomes clear is that employer's pay insufficient attention to the communication with outgoing workers and those who stay within the organization's walls.
- To avoid legal actions and unnecessary staff demotivation in the organization which is capable of aggravating the crisis.

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