A Study on Succession Management and Respective Impacts on An Organisation and Employees with Special Reference to Private Hospitals in Thanjavur District

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Abstract- Succession planning is a major problem within Hospitals. The purpose of study was to get empirical evidence of the relationship between Succession planning and Employee’s performance in hospitals of Thanjavur district. This study was based on a survey to explore a conceptual model which link succession planning, performance appraisal and employee’s performance in Hospitals of Thanjavur district. This project allows the implementation and development of strategies to ensure successful succession of Hospitals. This project has identified de-motivation, inexperienced staff, lack of corporation or teamwork and increased workload as possible problems that offer obstacles in implementing the succession plan.

Keywords: Succession planning, Employee Performance, Hospitals

I. INTRODUCTION

Succession planning keep a pool of key people who are most qualified, to take the key positions to go forward the organization Walker (1998). In succession management, it is necessary to define the vital path of leadership skills development at all levels of people (per nick; snipes, 2006). The intention of succession planning is to gain a systematic process that would independently and successfully tender the modern business challenges such as development of organization, team development, globalization and talent management (Baruch, 1999; metz, 1998). A well planned and controlled systematic sequence management system preserve deal with the exciting environment since its connection to the modern strategies and mission of organizational business (liebman et al., 1996; Rioux and Berthal, 1999; Rothwell, 2000). Elliott propose that succession management system focus on leadership development which specify the true picture of skilled human resource available in an organization to fulfill the need of future and work on grey areas. Succession management has three theories Guest propose the first theory of succession that is an adaptive and deal with the improvement of performance. In response to Guest, Gursky (1963) argument that succession is not adaptive, it is disruptive phenomena for a cluster having negative results in terms of performance. Gamson and Scotch (1964) urbanized a theory named “ritual scap annoying theory” which suggests that progression planning is independent from organizational performance. The current study transaction with Guest theory and try to explore the long-term performance of employees that derived from succession planning. This research learn practical this phenomenon in Hospitals of Thanjavur by investigating the current level of Succession planning practices. Progression arranging keep a pool of key individuals who are most qualified, to take the key positions to push ahead the association(Walker 1998). The motivation behind progression arranging is to determine a methodical procedure that would autonomously. An all around arranged and controlled deliberate progression administration framework can manage the lively condition since its association with the contemporary techniques and mission of authoritative business.

II. LITERATURE REVIEW

Neetha Mary Avanesh (2011) in a study entitled" a study on succession planning and its impact on organizational performance in the IT sector" This study falls under descriptive study mainly aimed at fact finding. The technique adopted to collect data is questionnaire method. The study establish that the mean percentage of Succession Planning and Organizational Performance in IT consultancy firms is found to be higher than that of IT Product/Research firms and the relationship between Succession Planning and Organizational Performance is establish to be encouraging.

Hassan Soltani, Nasibollah Valavi Moghadam(2016) the study concluded that “showed
that there is a significant relationship between the system of succession planning and organizational effectiveness in Kohgiluyeh and Boyer Ahmad Refah Bank branches. Also there is a significant relationship between all elements of the succession planning (organizational factors, process factors, and individual factors) and organizational effectiveness in branches of Bank Refah Kohgiluyeh and Boyer Ahmad. In other words, according to the research findings can be confirmed that the higher use of the system of succession in Bank Refah Kohgiluyeh and Boyer Ahmad means the greater organizational effectiveness. To study the relationship between organizational cultures as well as to examine the relationship between organizational support and succession planning is suggested for future research”.

Tabatabai first (2014) in a study on "The succession planning functions at the level of senior management" was carried out in 1389 And the results showed a successful manager and prospective need human talent to fill key jobs and positions in the future, identification and planning through a variety of educational to fill the jobs prepare. As organizations increasingly face competitive challenges in the future and for prospective talent management or succession management in organizations is more important. In this article we have tried to basis of the theory of studying the dysfunctions succession, proposals to identify and fix expressed.

Gharib Poor et al (2014) in a study entitled "The relationship between the processes of succession planning, organizational maturity, and leadership style in their family businesses". Respondents to the questionnaire included senior corporate executives (72) and the talented employees of (135) (elected directors to respond to questions) that according to their suitability to the position of Senior Director of the possibility that one day, they are a In this regard, the senior managers of family businesses in person to their succession planning process and your leadership style maturity staff according to their choice.

Zakeri (2012) in a study entitled "explain succession management model utilizes the story of God's vicegerent on interpretive ideas of Ayatollah Javadi payment results showed good factor of defined competencies, good-breeding, preparation of individual and social and strengthened.

Poursadegh et al (2012) in a study to assess the readiness of the organization for successful implementation of succession planning and talent management study began. For this purpose, not hypothesis and a theory of design and information you need to analyze the hypotheses of documents and information through the organization and collecting. Sampling, are random and one-sample t-test was used to analyze the data. 4 hypotheses continued support and guidance of senior executives and human resources managers are positive and optimistic look at their capabilities and experience of the directors or the aging of the young and educated staff of a unit "The management of human resources" and features in the rejection and the rest were confirmed. The main hypothesis of this study can be concluded from the analysis that studied the readiness of organizations to execute successful succession plan is in the upper limit.

Elf (2008) in a study on the need to have regard to the implementation of a succession planning strategy and strategic objectives desired clarity, guidance and support continuous succession of senior management of the program, the stability of the senior management team (due to the nature long-term succession plans), lack of political and environmental pressures on recruitment and appointments, a unit equipped with an active human resources development, knowledge management, cultural managers all of the issues that the foundation stone succession plans based on them.

Friedman (2006) in a study of the succession system features seven distinct describe it to suit the dimensions of recognition, control systems, resources, information systems, political indicators, technical indicators and the role of staff. In his view, succession planning systems are more successful when they have a higher recognition. The control system is available, the resources, the information is adequate and the staff of rather than political criteria and the implementation of key personnel can be used.

Statement of the Problem

Despite the fact that succession planning is anything but another idea to Indian corporate world, regardless we have numerous issues to survive. With a specific end goal to have a more profound comprehension of the issues looked by the corporate divisions in India and in this manner creates arrangements, an orderly and thorough examination has been made by the scientist. The primary target of this examination is to quantify the act of succession planning and its effect on hierarchical execution in select gathering of healing facilities situated in Thanjavur and to prescribe recommendations in light of the discoveries.

Objectives of the Study

1. To be identify the Socio-Economic Characteristics of the respondents.

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2. To analysis the Practice of Succession Planning in respondent units.
3. To find out the Organizational Performance of respondent units.
4. To investigate the Relationship between Practice of Succession Planning and Organizational Performance.
5. To examine the Association between practice of Succession Planning and Organizational Performance with selected Socio- Economic Characteristics

III. METHODOLOGY
This research falls under descriptive study mainly aimed at fact finding. The technique adopted to collect data is questionnaire method.

Sources of Data
Both primary and secondary data were collected.

Primary Data:
The primary data has been collected through administering questionnaire to the Project Leaders of the respondent units.

Secondary Data:
Secondary data has been collected from company literature, books, journals, magazines, newspapers, previous research works and the internet.

Sampling Design
The researcher through discussion with the management consultants identified a sample of some Hospitals in Thanjavur district, which are practicing succession planning for the last five years and are based in and around Thanjavur district. The study targeted a total of 84 respondents (28 from each hospital), mainly the top management, business owners of these family owned businesses and other relevant middle managers and operational staff.

Data Collection Instruments
The technique adopted to collect data was questionnaire method. The researcher administered questionnaire to each of the Hospitals selected for the study.

IV. ANALYSIS AND INTERPRETATION

I - Mean and Standard Deviation

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Usefulness of coaching to leadership development</td>
<td>1.00</td>
<td>5.00</td>
<td>3.66</td>
<td>.92678</td>
</tr>
<tr>
<td>Usefulness of Higher education to leadership development</td>
<td>1.00</td>
<td>5.00</td>
<td>3.65</td>
<td>.93163</td>
</tr>
<tr>
<td>Usefulness of Real-life experiences to leadership development</td>
<td>1.00</td>
<td>5.00</td>
<td>4.44</td>
<td>.77665</td>
</tr>
<tr>
<td>Usefulness of Self-initiated learning to leadership development</td>
<td>2.00</td>
<td>5.00</td>
<td>4.46</td>
<td>.75983</td>
</tr>
<tr>
<td>Usefulness of Talking with leadership peers to leadership development</td>
<td>1.00</td>
<td>5.00</td>
<td>2.89</td>
<td>1.28384</td>
</tr>
<tr>
<td>Usefulness of stretch assignments to leadership development</td>
<td>1.00</td>
<td>5.00</td>
<td>4.42</td>
<td>.82589</td>
</tr>
<tr>
<td>Usefulness of Mentoring to leadership development</td>
<td>1.00</td>
<td>5.00</td>
<td>4.41</td>
<td>.78243</td>
</tr>
<tr>
<td>Performance appraisals</td>
<td>1.00</td>
<td>5.00</td>
<td>2.06</td>
<td>1.29964</td>
</tr>
<tr>
<td>Motivating employees</td>
<td>1.00</td>
<td>5.00</td>
<td>4.44</td>
<td>.77665</td>
</tr>
<tr>
<td>Learning Human Resources/Labor Laws</td>
<td>2.00</td>
<td>5.00</td>
<td>4.47</td>
<td>.74663</td>
</tr>
</tbody>
</table>

From the above table, the identified mean for all the ten variables namely ‘Usefulness of coaching to leadership development, Usefulness of Higher education to leadership development, Usefulness of Real-life experiences to leadership development, Usefulness of Self-initiated learning to leadership development, Usefulness of Talking with leadership peers to leadership development, Usefulness of stretch assignments to leadership development, Usefulness of Mentoring to leadership development, Performance appraisals, Motivating employees, Learning Human Resources/Labor Laws’. The standard deviation of the respective attributes shows that all the factors deviate more out of their respective scales towards ‘High priority’. However, the standard deviation alone is not particularly useful without a context within which one can determine a meaningful result.

II - CHI-Square Test

Hypotheses
Null Hypothesis H0: There is no significant difference in the succession planning of hospital and employees.
Alternative Hypothesis H1: There is a significant difference in the succession planning of hospital and employees.
Since the p value 0.002 is less than 0.05 (p<0.01), there is a significant difference in the succession planning of hospital and employees.

It is concluded that the performance of Thanjavur Hospitals have ranked the features of a succession planning of hospital and employees in a significantly different manner. Out of the ten features considered for analysis, Usefulness of Talking with management peers to management development to management development has the lowest mean rank. Hence, it could be concluded that the Usefulness of Talking with management peers to leadership development of the hospital has been the most attractive succession planning of hospital and employees.

V. FINDINGS AND SUGGESTION

Findings

- The performance of Thanjavur Hospitals has ranked the features of a succession planning of hospital and employees in a significantly different manner. Out of the ten features considered for analysis, Usefulness of Talking with management peers to management development to management development has the lowest mean rank.
- Hence, it could be concluded that the Usefulness of Talking with management peers to leadership development of the hospital has been the most attractive succession planning of hospital and employees.

Suggestion

Create a culture for effective succession planning and leadership development. Increasing diversity as a part of their strategic plan. To boost the morale of employees, ensure that succession planning initiative is included as one of the attributes in performance appraisal which in turn is linked to the variable pay.

VI. CONCLUSION

This study showed that there is a significant relationship between the system of succession planning and organizational effectiveness in Hospitals. Also there is a significant relationship between all elements of the succession planning (organizational factors, process factors, and individual factors) and organizational effectiveness in various Hospitals in Thanjavur district. In other words, according to the research findings can be confirmed that the higher use of the system of succession in Hospital performance the greater organizational effectiveness. To study the relationship between organizational cultures as well as to examine the relationship between organizational support and succession planning is suggested for future research.

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