Recruitment Strategies and Organizational Succession Planning in the Finance Industry in Nigeria

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ABSTRACT

The study examined recruitment strategies and organizational succession planning of selected Banks in Delta State Nigeria. The specific objectives of the study were to; examine the effect job analysis on organizational succession planning in the selected Banks in Delta State; determine the talent development on organizational succession planning; and ascertain the effect of mentoring on organizational succession planning. The study adopted descriptive research design method, which aid the researcher to collect quantitative data used to address the relationship between the dependent and independent variable. Primary data was sourced through the administration of structured questionnaire to the employees of selected banks in Delta State (respondents), while secondary data was gotten through the review of related literature. A total of three hundred and eight-four (384) copies of questionnaire was administered adopting random sampling techniques, and three hundred and forty-six (346) copies were properly filled and returned which was used for the study analysis. Data collected were analyzed using the Pearson's correlation co-efficient and hypothesis were tested using linear regression approach. The findings revealed that there is a significant effect between dimensions of recruitment strategies adopted in the study (job analysis, talent development and mentoring) on organizational succession planning. The study concluded Recruitment Strategies significantly improve organizational succession planning in a sample of selected banks in Delta State. Job Analysis, talent development and mentorship significantly improve organizational succession planning. Hiring the "wrong" person, who then falls short of expectations, leaves the company, or needs to be dismissed, carries a substantial expense due to further training and subpar work output. The study also recommended that, to lower the risk of hiring an employee who falls short of their expectations, organizations should constantly strive to look for employees on both the internal and external markets; and Managers should constantly be aware of the need to train personnel in anticipation of future requirements.

Keywords: *Recruitment, strategies, job analysis, mentoring, succession planning*

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INTRODUCTION

The increasing fluidity of leadership roles and rapid organizational changes in the 21st century have heightened leadership gaps, making intentional succession planning a critical component of human resource development. Effective succession planning prevents leadership vacuums that may arise when key leaders exit, thereby ensuring continuity and stability. Globally, succession planning has become central to organizational sustainability, yet many African organizations still exhibit weak practices (Chirchir & Koros, 2021). A well-structured succession plan enhances clarity, strengthens employee confidence, and mitigates the shortage of competent, skilled, and knowledgeable managers. Developing sustainable successors therefore requires deliberate investment in career development, selection strategies, and human resource development systems. Every corporate organization aims for high performance to remain competitive and achieve its objectives. Sustained organizational performance depends on the organization's ability to retain competent employees and leverage dynamic capabilities. As Cook and Hunskaer (2014) note, performance reflects how effectively employees fulfil their roles according to established standards and resource utilization. Recruitment is one of HRM's foundational responsibilities and is essential for attracting qualified candidates (Huynh, 2017). Effective recruitment involves human resource planning, job design, job analysis, and clear job descriptions. These practices increase the likelihood of selecting employees with the right skills (Acikgoz, 2019) and ensure consistency in hiring processes. Recruitment is considered effective when it yields a strong pool of suitable applicants (West et al., 2019). Sound recruitment practices contribute significantly to employee and organizational performance (Fitri, Handaru & Yohana, 2021), while poor practices hinder goal attainment and reduce service quality (Oaya et al., 2017; Huynh, 2017). Evidence from Sri Lanka and Pakistan shows that proper recruitment enhances retention and performance, whereas nepotism and bribery result in an unqualified workforce and poor outcomes (Chandrasekara & Perera, 2016; Rahmany, 2018). The organization faces persistent challenges in succession planning, especially when experienced managers or leaders exit unexpectedly. Such departures disrupt continuity, weaken operational stability, and impose financial burdens related to recruitment, training, and restoring team performance. Additionally, unforeseen events such as shifts in demand, retirements, illness, death, and resignations have created significant human resource gaps over time. These realities have pushed organizations to prioritise human resource planning and develop strategies to manage unexpected workforce changes. Employee satisfaction also plays a critical role; dissatisfied employees are more likely to leave, while organizations aim to retain high-performing staff to sustain their objectives and achieve long-term succession goals. This study aims to investigate how job analysis, talent management, and mentoring collectively influence organizational succession planning in the finance industry of Delta State, Nigeria.

Literature Review

Recruitment Strategies

Costello (2006) defines recruitment as the set of legal processes used to attract a sufficient number of qualified candidates at the right time and place, enabling both the organization and applicants to make mutually beneficial choices. It creates a pool of potential employees from which suitable candidates can be selected. Effective recruitment begins with proper manpower planning and forecasting, which involves analyzing future organizational needs, available talent, and the resources required to attract and retain employees. The success of recruitment also depends on the strategies an organization adopts to locate and attract the best candidates. Entry-level roles typically require minimal qualifications and are often sourced externally, while middle-level roles are frequently filled internally. High-quality senior talent is usually sought from external sources. As Jovanovic (2004) notes, recruitment aims to attract a strong pool of applicants to enable the selection of the best performers, prompting many organizations to invest heavily in robust selection systems.

With advancements in information technology, organizations increasingly adopt modern tools to enhance the effectiveness and efficiency of recruitment and selection processes. Recruitment is generally viewed as a positive process that encourages applications, while selection is a more restrictive process that eliminates unsuitable candidates. Recruitment focuses on identifying talent sources, whereas selection identifies the most suitable candidate, ultimately leading to an employment contract. Recruitment precedes selection by generating a pool of prospective employees from which the organization can choose the right person for the job. After recruitment, the selection phase comprising interviews, assessments, decision-making, and appointment formalities begins (Wanous, 1992). Ultimately, recruitment involves identifying and attracting potential candidates inside and outside the organization, while selection evaluates their qualifications to determine who is best suited for the job (Leopold, 2002).

Job Analysis

Job analysis involves systematically gathering information about a job as it currently exists or existed in the past

(Dessler, 2003). However, with increasing competition and rapid technological change, jobs are becoming more fluid, dynamic, and team-based. As organizations begin to create new roles that may not have existed before, traditional job analysis methods are often insufficient. This shift has prompted the need for a more strategic and flexible approach to job analysis to keep it relevant in modern workplaces. Traditionally, job analysis research focused on developing accurate methods for collecting job-related data. Over time, scholars have highlighted its strategic value in enhancing organizational performance (Bowin & Harvey, 2001; Cascio, 1998). With the growing emphasis on the link between human resources and performance, organizations that use job analysis as a human resource planning tool are seen as better positioned to gain competitive advantage (Anthony et al., 2002). Job analysis has been defined as the formal process of identifying job activities and the attributes required to perform them (Wikipedia). Armstrong (2009) describes it as collecting and analyzing job information to form the basis of job descriptions, while Jackson and Musselman (1987) view it as determining essential job characteristics through observation and study. Overall, job analysis remains a crucial step in establishing roles and ensuring that organizational needs are clearly understood before positions are filled.

Purpose of Conducting a Job Analysis

According to Armstrong (1995), job analysis generates key information about a role, including its overall purpose, the tasks and duties involved, expected outputs, and the performance standards required. It also clarifies the level of responsibility, decision-making authority, resources managed, and the nature of interpersonal relationships associated with the job. Additional details such as reporting lines, motivating factors, career development opportunities, and environmental or ergonomic conditions are also identified. The outputs of job analysis primarily job descriptions and job specifications—significantly influence several human resource functions. In recruitment and selection, job analysis guides job advertisements, salary decisions, minimum requirements, interview questions, application evaluations, and orientation materials. For job evaluation, it helps determine the relative worth of jobs and set fair compensation. It also informs compensation decisions by clarifying skill requirements, responsibilities, work conditions, and educational expectations. In training and development, job analysis assists in identifying training needs, designing relevant content, selecting training methods, and choosing appropriate equipment. It also supports productivity by establishing clear performance criteria. Ultimately, job analysis provides essential information about why the job exists, how it is structured, and what tasks and responsibilities it entails, forming the basis for many HRM decisions.

Talent Development

Talent development refers to the processes organizations use to attract high-potential individuals, motivate employees, and retain top performers. As a key element of performance management, it helps identify hidden potential within the workforce and supports employees' growth through training, mentoring, coaching, and on-the-job learning opportunities such as shadowing. It encompasses all organizational initiatives that support employee learning and career progression. Effective talent development goes beyond isolated training programmes; it requires structured pathways that enable employees to build skills, progress within the organization, and achieve career goals. Leaders and HR professionals also need strong interpersonal skills to recognize and nurture individual potential.

Building robust talent development systems takes time and depends on clear goals and strong two-way communication. Research highlights its growing importance in today's dynamic workplace (Dachner et al., 2021). Talent development is complex, as employees respond differently to growth demands and transitions (Barlow, 2006). Traditional one-size-fits-all approaches where employees drive their own development with limited organizational support are no longer adequate (Mahapatra & Dash, 2022). Organizations must define what "talent" means to them and integrate talent development with HR activities to fully leverage employee potential (Pruis, 2011). Modern workplaces, with their emphasis on both technical and soft skills, have also reshaped talent development practices (Garavan et al., 2012).

Leadership development is a core component of talent development. Practices such as 360-degree feedback, coaching, mentoring, networking, and challenging job assignments play a central role (Day, 2000). Leadership growth often occurs through real-world challenges rather than formal training alone (McCall, 2004). Effective leaders must be able to envision the future, inspire others, and drive innovative execution (Strack et al., 2020). Although many organizations invest in leadership development programmes, identifying leaders who can groom future successors remains a persistent challenge (McCauley & Palus, 2020; Charan et al., 2010).Overall, talent development prepares employees to take on current and future responsibilities. It involves training, education, and orientation aimed at improving job performance and sustaining organizational capability (Tende et al., 2017).

Mentoring

Investing in human resource development is essential for ensuring organizational service quality, efficiency, and responsiveness in today's rapidly changing business environment (Ramesh, 2015). Training benefits both organizations and employees by strengthening skills, enhancing personal development, and supporting long-term career growth. Coaching and mentoring key talent management approaches help employees build specific competencies, develop new ways of thinking, and learn from experienced colleagues.

Coaching and mentoring are widely supported in modern professional development strategies because they enhance collaboration, promote continuous learning, and improve teaching and working practices (Adeogun et al., 2018). While coaching focuses on improving current job performance, mentoring takes a broader, career-oriented approach that supports long-term growth. Training and development are central to succession planning, ensuring that capable employees are prepared for future roles (Salau, 2022). Effective mentoring also brings significant benefits: improved job satisfaction, commitment, engagement, and performance, as well as lower turnover rates (Jyoti & Sharma, 2017). Mentoring relationships help employees build confidence, develop career paths, and recognise their potential (Roberts et al., 2019; Ghosh et al., 2019). Mentoring is based on supportive one-to-one relationships in which an experienced individual guides a less experienced colleague (Banerjee-Batist & Reio, 2016). Organizations increasingly value mentoring because it supports business success, strengthens employee knowledge, and contributes to long-term sustainability (Grindrod, 2016; Welsh & Dixon, 2016). HR managers are therefore working collaboratively to implement mentoring programmes that enhance employee satisfaction and improve relationships within the organization (Lee et al., 2017).

The absence of mentoring systems can create onboarding challenges. Studies show that mentoring boosts new employees' engagement, performance, and psychological security (Zhenyuan et al., 2018; Chi & Wang, 2016). Conversely, inadequate mentoring contributes to higher turnover and disengagement (Stewart & Harrison, 2016). As workforce demographics shift, mentoring also becomes important for knowledge transfer across generations (Roberts et al., 2019; Naim & Lenka, 2017). Organizations must recognize that employees differ in values and experiences; thus, mentoring approaches should consider individual characteristics such as age and gender (Omanwa & Musyimi, 2016). Research also highlights that matching mentors and mentees with compatible characteristics such as gender can improve the mentoring experience and enhance self-efficacy (St-Jean et al., 2018).

Organizational Succession Planning

Succession planning refers to the systematic process of identifying critical organizational roles and preparing suitable individuals to assume these positions. It involves developing future leaders, ensuring smooth transitions, and aligning talent with both current and long-term organizational needs. Despite extensive research, practical implementation has often remained limited due to the largely theoretical nature of existing studies (Tunji, 2021). The modern workplace is highly volatile, characterized by talent poaching and competitive pressures. High-performing organizations therefore rely on deliberate long-term planning and continuous leadership development to maintain a strong workforce (Ingram, 2014). As organizational complexities increase, new models of succession planning have emerged to support proactive leadership preparation (Wang & Wang, 2017). Effective organizations now invest consistently in developing leadership talent to address anticipated and unanticipated transitions (Ali & Mehreen, 2019a, 2019b). Succession planning ensures continuity, safeguards organizational knowledge, and prevents leadership gaps. Its success depends on addressing the root causes of leadership turnover and establishing structures that support leadership stability. This includes identifying high-potential employees, nurturing their capabilities, and building supportive development systems. Such efforts help maintain a pipeline of competent successors.

Rising leadership turnover, especially in small and medium-sized firms, has made succession planning more challenging. Building capable leaders often takes longer than the rate at which turnover occurs, complicating seamless transitions (Marcel, Cowen, & Ballinger, 2017). Understanding organizational transitions is therefore essential for supporting leadership stability and strengthening succession practices. A robust succession plan outlines how leadership and ownership will transition, including future governance and organizational structure (Adedayo & Olanipekun, 2016). However, several obstacles hinder effective implementation such as weak senior management commitment, poor communication, low employee engagement, time constraints, and limited budgets (Mhlongo & Harunavamwe, 2017). Organizations must therefore view succession planning as a comprehensive system that integrates talent development, staff training, replacement planning, and, where relevant, ownership transfer (Lkama, Akinniyi & Lkama, 2018; Agbim, 2019; Matias & Franco, 2018).

Evidence shows that organizations that consistently develop employees for higher responsibilities experience lower turnover (Chenge, 2016). Succession planning can be viewed either as the traditional identification and preparation of a single successor or as a broader leadership transition process involving the appointment of internal or external candidates (Bozer, Kuna, & Santora, 2015). Its ultimate aim is to ensure leadership continuity and prepare organizations for future challenges (Varhegyi & Jepsen, 2017). Succession planning is proactive and long-term. Without it, organizations risk losing institutional knowledge and face limited leadership options (Vanderbloemen, 2015; Earls & Hall, 2018). Rothwell (2016) emphasizes its value in ensuring organizational longevity, promoting diversity, reducing biased selections, and building a strong leadership foundation. Succession planning is distinct from replacement planning, which focuses on substituting an individual. Succession planning takes a broader view by preparing multiple potential leaders over time through intentional development, talent assessment, and leadership renewal (Fusarelli, Fusarelli, & Riddick, 2018). Leadership turnover remains high; 10–15% of organizations change CEOs annually due to retirement, resignation, performance issues, or external pressure (Harrell, 2016). Despite this, many boards remain ill-prepared to manage leadership transitions due to challenges in assessing leadership impact, finding strategically aligned successors, and managing talent development (Berns & Klarner, 2017). For-profit organizations typically adopt one or more succession approaches: evaluating multiple successor candidates, prioritizing internal talent to build leadership capacity, reducing the time taken to appoint a permanent replacement, or involving external experts to support the process (Schepker et al., 2018). Short-term succession planning focuses on emergency continuity, while long-term planning aligns future leadership with organizational culture and strategy. Both approaches ultimately aim to ensure a smooth and secure transition (Patrick & David, 2017). According to Salleh and Rahman (2017), organizations typically utilize five main forms of succession planning:

Relay Succession (Crown Heir Model): this approach designates a senior manager as the successor well before the actual transition. It helps reduce the risk of selecting an unsuitable candidate and leverages the successor's existing industry and organizational experience.

Non-Relay Succession (Horse Race Model): here, multiple internal candidates compete for the leadership role through a structured assessment process. Candidates undergo various evaluations to determine their competencies and readiness, as guided by senior leadership.

Outside Succession: this involves recruiting a leader from outside the organization. External successors are often engaged to introduce new ideas, perspectives, and strategic directions.

Coup d'État Succession: this is an abrupt and unplanned transition initiated by a stakeholder or group of stakeholders dissatisfied with current leadership. It represents a forced change and may involve conflict or organizational disruption.

Boomerang Succession: in this case, a former leader is recalled to resume leadership responsibilities. It is typically used when no suitable internal candidates are available or when the organization is facing a challenging period that requires experienced, stabilizing leadership.

Conceptual Model

Figure 1 is an illustration of how employee recruitment, transformational leadership, career development, coaching and mentoring and employee retention as dimensions of succession planning practice relates with organizational performance.

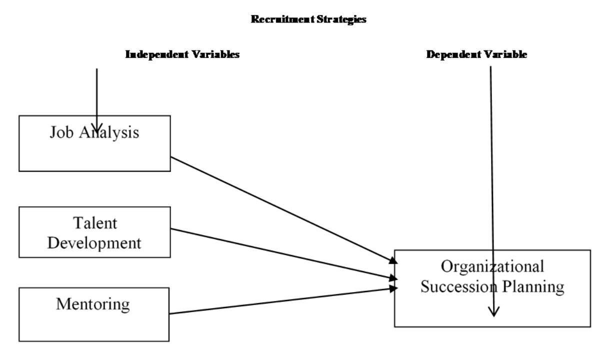

Figure 1: Conceptual framework illustrating the influence of the dimensions of Recruitment strategies and organizational succession planning. Researcher's Model (2025)

Job Analysis and Organizational Performance

Companies that regularly conduct job analysis possess a much better knowledge of their strengths and limitations, and can take timely corrective action to improve any deficiencies in their skills and job behavior (Clifford, 1994). Brannick and Levine (2002) defined the job analysis as an organized process whereby nature of a job is discovered. Job or task is divided into smaller units. McCormick, studied in 1976 that the collection and processing of job related information and other related tasks and qualifications through job analysis was a base for human resource management (HRM). Job analysis has a vital role. Sanchez and Levine discussed in 2000 that erroneous practice of the job analysis may affect other HR activities based on it. Former research by Mullins & Kimbrough, 1988; Avolio & Waldman, 1989; Schmitt & Cohen, 1989 and Landy & Vasey, 1991 on job analysis persistent on the variable like demographic in job analysis ratings. Cascio, (1998) and Bowin & Harvey (2001) stressed the significance of job analysis as a strategic HRM practice linked with the organizational performance. Antheny et al., (2002) and Desslar, (2003) recommended that with the recognition of the Human Resource–Performance linkage, organizations vigorously adopting job analysis as a human resource strategy were likely to grow more and put on aggressive benefits. Gatewood & Feild, (1994) illustrated that extent to which tasks and employee attributes for an assigned job was termed as job analysis hence, job analysis techniques can also be termed as worker-oriented or work oriented Work or worker-oriented technique what so ever be, job analysis methods allow the assumption of employee's knowledge, skills and abilities (KSAs) characteristics. Davis (1995), Gatewood & Feild, (1994) studied the KSAs characteristics included in job-related information and the necessary human abilities to perform certain job activities.

Talent Development and Organizational succession planning

All of a company's programmes and actions that assist employee learning and development are included in talent development. It's an essential component of the current employee value proposition since it shows that the business values each team member as an individual and cares deeply about their performance. Talent development is a distinctive business process that is advantageous to both organizations and workers. It truly benefits both the organization and the employees by fostering both growth and achievement. According to Oga and Onouha (2020), helping employees gain the abilities they need to position themselves to be more valuable to the company is a part of talent development. Oga and Onouha (2020) agreed with Tende et al. (2017) that competent employees lose satisfaction with their employment when they are not provided equal opportunity to develop as talents. The goal of talent development is to recruit, develop, inspire, and retain productive, engaged people. It is a collection of integrated organizational HR activities. Building a high-performance, long-lasting organization that achieves its strategic and operational goals and objectives is the aim of talent development. Organizations depend on leaders who can effectively lead across a variety of disciplines because leaders play a critical role in creating and sustaining them in the face of globalisation, technological innovation, political unrest, and cultural shifts (Newstead, Dawkins, Macklin, & Martin, 2019).

Mentoring and Organizational Succession Planning

Mentoring plays a vital role in preparing future organizational leaders and supporting effective succession planning. Organizations without mentoring systems risk leadership gaps, while those that develop employees through mentoring strengthen future leadership capacity, organizational culture, and competitiveness (Dopson et al., 2017). Equal training opportunities, performance appraisal, and strong top management support further enhance succession readiness by ensuring employees feel valued and are equipped for future roles (Akinyi, 2017; Ott et al., 2018). In a highly competitive global environment, mentoring improves employee development, productivity, and engagement, benefiting both mentees and mentors (Kontoghiorghes, 2016; Ayoobzadeh & Boies, 2020). Mentoring and coaching help new or emerging leaders overcome workplace challenges, develop key skills, and improve retention—since employees who feel supported are more likely to remain in the organization (Neupane, 2015; Mathur, 2011; Nkomo & Thwala, 2016).

Supervisors are particularly influential mentors because of their close and frequent interactions with employees. Their institutional knowledge enables effective transfer of skills, ethical guidance, and leadership development (Kottke & Pelletier, 2013). This proximity creates natural opportunities for informal mentoring, including in settings such as churches, where leaders or department heads can identify and guide potential successors through relational engagement and work-based assignments.

Theoretical Review

The study was anchored on the Scharmer Theory U Model and the Agency Theories

Scharmer's Theory U Model

Scharmer's Theory U (2007) emphasizes the critical role of succession planning in sustaining organizational continuity and performance. The model advocates that leaders proactively identify and develop qualified successors, focusing on long-term organizational needs rather than immediate requirements. Effective succession planning, according to Theory U, requires cultivating awareness, questioning assumptions, and engaging in meaningful dialogue with stakeholders to understand diverse perspectives. The approach promotes co-creation, encouraging collaboration among current leaders, employees, and external partners to design inclusive and resilient succession strategies. By embracing uncertainty and remaining open to new ideas, organizations can adapt to challenges, nurture emerging talent, and ensure smooth leadership transitions aligned with their values and long-term goals.

The Agency Theory

Agency Theory (Eisenhardt, 1989) provides a framework for understanding the links between succession planning, career developments, employee retention, and aligning employee interests with organizational goals. The theory posits that employees (agents) act in self-interest, which can create agency costs for employers (principals) through turnover or reduced commitment. These costs can be mitigated by offering career development, succession planning, and professional growth opportunities that align employee aspirations with organizational objectives (Cruz, Gomez-Mejia, & Becerra, 2010; Cummings, Siegel, & Wright, 2007).

Empirical Review

Guarav, & Nisha, (2023), examined the impact of recruitment & Selection on organziational effectiveness, in India. It was to find out the recruitment and selection policy or practice, the impact of recruitment and selection process, the challenges associated with the recruitment and selection practice and ways to help improve human resource planning and development. The study obtained information from twenty five (25) respondents from staff of Organizations, through the use of questionnaire. The results indicated that, advertising of job vacancies to general public, use of employment agent(s) and campus are mostly the mode for recruiting potential employees, it was also realized that the method used in the recruiting and selection process was very effective and moreover helped improve employee performance, the study revealed that the selecting and recruitment process are also characterized with lots of challenges, Among the recommendations made were that potential employees should all be treated fairly in the recruitment and selection process, more so employees must be appraised constantly to ensure that they improve upon their performance. In the study of Haika, & Charles, (2023), on Talent Development Practice on employee's retention: An experience of Commercial Banks in Tanzania. This paper's primary purpose was to examine the effects of talent development practices on employee retention in commercial banks in Tanzania, using the case study of CRDB Bank PLC's headquarters. A human resources department with a population of 56 individuals was selected to represent the whole population of the CRDB Bank PLC Headquarters. All 56 respondents were selected as a sample size through a scientific population analysis known as census population. The data collection technique used was a semi-structured questionnaire. The quantitative data was analyzed with descriptive analysis and inferential statistics in SPSS version 25. It was found that career development has a positive correlation with employee retention ($r = .796$, p value $= 0.000$). Furthermore, succession planning has a positive correlation with employee retention ($r = .772$, p value $= 0.00$). The findings implied that both career development and succession planning have a positive effect on employee retention. The study recommends that CRDB Bank allow training and development to be the source of business innovation and creativity and introduce new rewarding strategies to keep talent in the organization for a long period of time. The research contributes as an addition to knowledge and literature on talent development practices, as it is still a new concept in many Tanzanian organizations. Suthar, Chakravarthi, & Pradhan, (2016) examined the impacts of Job Analysis on Organizational Performance: An Inquiry on Indian Public Sector Enterprises. The survey questionnaire was administered to employees of Bharat Sanchar Nigam Limited, Vadodara. Telecom District through email and in person by (417 out of 1361) by employing sample size determinants like: confidence level, confidence interval and population. The questionnaire consists of factors like; organizational performance, job design, job description, organizational policies and practices, job specification and job evaluation. All the 417 respondents are considered as valid respondents for further investigation. The study is quantitative research approach and the collected data are analyzed by scale reliability for questionnaire scaling validity, descriptive statistics, measurement of items, correlation, regression analysis and other applicable tests with a view to know that at what level job analysis is related with organizational performance. IBMSPSS.20 is employed as a statistical tool for data analysis. The collected data reveals that organizational performance and job analysis are positively related with each other. This study shows that employee job analysis can be a powerful tool to enhance organizational performance. Further research can be held with more samples by extending the area of research.

METHODOLOGY

The research design method that was used for the study is the cross sectional survey research design method, as aided the researcher in the assessment of respondents' opinion using questionnaire. Data for the study was drawn from selected Commercial Banks in Delta State, Nigeria (Table 1). This research took the form of a field survey, and it is expedient to mention that the population of this study was restricted to SMEs in South-South Nigeria. Therefore, the employees and owners of SMEs selected from the three States in South-South Nigeria constituted the population. Hence, the population consisted of 9439 employees to whom the research was generalized.

Table 1: List of Selected Employees of selected Banks.

S/N	Names	Total
1	Zenith Bank	1500
2	EcoBank Plc	1052
3	First Bank Plc	1100
4	Union Bank Plc	1000
5	Polarise Bank Plc	800
6	Guaranty Trust Bank Plc	768
7	United Bank of Africa	651
8	Fidelity Bank Plc	730
9.	Premium Trust Plc	650
10.	Providus Bank Plc	694
11.	Wema Plc	494
Total		9439

Source: SMEs Department, Ministry of Trade and Investment (2025)

Sample Size Determination

The sample size of this research is a proportion of individuals drawn from the population in order to examine recruitment strategies and organizational succession planning in the Finance industry of Delta State, Nigeria. From the population, a workable sample size of 384 was derived by using the Taro Yamane's formula; as given:

$$n = \frac{N}{1 + N(e^2)}$$

Where n = sample size.

N = population.
e = level of significance.

Therefore the sample size of 384 is derived thus: n = $9439/1+9439(0.05)^{2.}$

n = 9439/1+23.5975
n= 9439/24.5975
n= 384.

The study used the simple random sampling technique in selecting finance industries whose employees participated in the study. The stratified random sampling technique then was used to select the sample size. Stratifying the entire population helps to ensure that a sample accurately reflects the population being studied in terms of the criteria used for stratification. Stratified random sampling technique was used because it ensured that each subgroup within the population received proper representation within the sample. The study used structured questionnaire as instrument of data collection. The designed questionnaire was in the five (5) point Likert scale format which was administered to members of the selected sample. The instrument for the study went through the processes of both face and content validity. Validity has to do with the strength of the measurement or how much it does what it says it will. Reliability is the extent to which data collection techniques or analysis procedures yield consistent findings whereas validity is concerned with the ability of the instrument to measure what it is designed to measure (Table 2). Pilot-test was done with eleven (11) banks to subject the research instrument to field testing with a population similar to that of the sample for the study using a purposive sampling technique. The piloted data were analyzed using SPSS obtaining a Cronbach alpha. The rule of thumb states that Cronbach Alpha of 0.6 or more indicates the instrument's internal consistency (Pallant, 2013). To establish the reliability of the instrument, a test-retest method was employed. Reliability refers to the dependability of something. The reason for choosing Cronbach alpha is because the study uses Likert scale. Since all coefficient values in table 3.3 were above 0.6, which are greater than the common threshold recommended by (Pallant, 2013) this showed that the instrument was reliable. A survey was conducted using self-administered questionnaire for entrepreneurs and their employees purposely selected from banks in Delta State. Eleven (11) field enumerators were recruited and trained to assist in administering the questionnaire. The field enumerators availed themselves to the respondents at their places of business to answer questions in the questionnaire. To collect the data, introductory letters was sent to the organizations to seek their authorization for this study. Upon granting permission to carry out the study, the employees were informed about the purpose of this study and asked to voluntarily consent to participate. Employees who agreed to participate in the study were assured of confidentiality regarding their personal information provided to the questions asked.

Table 2: Reliability test for all items in the Questionnaire

S/N	Variables	Alpha (α) value
A	**Independent Variables:**	
1	Job Analysis	0.781
2	Talent development	0.778
3	Mentoring	0.819
B	**Dependent Variable:**	
4	Organizational succession planning	0.783

The descriptive statistics, correlation and multiple regression analysis were used to establish the nature of relationship that exists between the dimensions of Recruitment strategies and Organizational succession planning. The descriptive statistics was used to describe and summarize the sampling parameter across the sample without making interest to the larger population under study. Correlation analysis was used to determine the extent of relationship that exists between the variables of the study. Multiple regression analysis was used for the prediction of outcome, to test the relationship that exists between the dimensions of the independent variable and the dependent variable. The study data were analyzed by using the statistical package for social sciences (SPSS) software version 23. The following model specification was developed for the study;

$Y=F(X)$ (i)
$Y=F(JA, TD, MT)$ (ii)

The model below shows the study hypotheses formulation:

$Y= a_0+a_1JA+a_2TD+a_3CM+e$ (iii)

Where:
a_0= Constant Coefficient
a_{1}- a_{5}= Coefficients

Where:

OSP= Organizational succession planning (Y)
JA = Job Analysis (a_1)
TD = Talent Development (a_2)
MT = Mentoring (a_3)

RESULTS

A total of 384 questionnaires were distributed to respondents, out of which 361 were returned, representing a 94% return rate. Fifteen of the returned questionnaires were rejected due to improper completion, leaving 346 valid and useable responses. This translates to an effective response rate of 90%, which formed the basis for the subsequent analysis (Table 3). Figure 2 showed the background attributes of the research respondents for analytical purposes representing 98% of the sample size. Figure 2 indicated that 153 of the respondents representing 44% of the sample were males while 193 being 56% were females. The age bracket of the respondents in (Figure 3) showed that 86 of the respondents being 25% were below 30 years of age; 89 of the respondents representing 26% falls within the age bracket of 31-40 years of age; lastly, 171 of the respondents representing 49% were above 41 years of age. The marital composition of the respondents in (Figure 4) showed that; 132 of the sample respondents were single being 38%, 188 of the respondents being 54% were married, while 26 other respondents being 8% were divorced. On the educational background in (Figure 5), it was indicated that most of the respondents have a high level of those with tertiary background with 195 respondents representing 56% being HND/ BSc holders; while 122 respondents being 35% of the sample size were OND/ NCE holders, while 29 respondents being 8% of the sample size were MSc/MBA holders. On work experience, 98(28%) of the respondents have below 5 years work experience; 97(28%) of the respondents have 6-10years work experience; while 151(44%) of the respondents have above 11 years work experience (Figure 6).

Analysis of Other Research Data

This section focused on the analysis of responses to the main research questions which were splinted into twenty (30) sub questions using the 5 point Likert scale. They were analyzed using correlation and multiple regression analysis. Table 4 showed that all the correlation coefficients between the variables in this study showed positive correlation coefficients. The correlation coefficient between Recruitment strategies and Organizational succession planning showed strong positive relationship ($r = 0.584^{**}$, $p < 0.01$). Job Analysis which is the second variable showed positive correlation with Organizational succession planning ($r = 0.457^{**}$, $p < 0.01$). Talent development showed positive correlation with Organizational succession planning ($r = 0.518^{**}$, $p < 0.01$). Mentoring showed positive correlation with Organizational succession planning ($r = 0.109^{**}$ $p < 0.01$). The general form of the equation to predict OP (Y) = $a_0+a_1JA+a_2TD+a_3MT+e$

$$Y = -8.082 + (0.397\times JA) + (0.329\times TD) + (0.125\times MT)$$

Table 5 showed the multiple regression analysis result for the effects of all the dimensions of Recruitment strategies on Organizational succession planning. Table 6 indicated that Job Analysis which was the first variable has positive effect on Organizational succession planning (ß = 0.343, P<0.05). It was indicated that talent development which is the third variable has positive effect on Organizational succession planning (ß = 0.297, P<0.05). It was also shown that mentoring has positive effect on marketing performance (ß = 0.127, P<0.05). Table 5 indicated that there is no multicollinearity, because the VIF of Job Analysis (1.961), talent development (1.236), mentoring (1.046), and employee retention (1.027) towards Organizational succession planning are below 10. Besides, the tolerance level is more than 0.1 where Job Analysis has 0.510, talent development has 0.809 and mentoring has 0.956. The *F*-ratio in (Table 6) tests, showed that the dimensions of Recruitment strategies (Mentoring, Talent development, Job Analysis) statistically predict the dependent variable (Organizational succession planning), $F = 77.742$, $0.000 < 0.05$. This implies that the regression model is a good fit of the data (Table 6). Table 7 indicates the change in Organizational succession planning was brought about by the dimensions of Recruitment strategies by 53% (0.527) as indicated by the adjusted R^2 value. The dimensions of Recruitment strategies explained 53% of the variability of Organizational succession planning.

DISCUSSION

In line with the findings from the study analyses, as well as the review of relevant literatures, the findings of this study are presented as follows.

Job Analysis and Organizational succession planning

Table 4 showed that Job Analysis has strong positive relationship with Organizational succession planning ($r = 0.584^{**}$, $p < 0.01$). Table 6 indicated that Job Analysis has positive effect on Organizational succession planning (ß = 0.343, P<0.05). H1a test result showed that Job Analysis has a significant positive effect on Organizational succession planning (0.000 < 0.05). The result is in agreement with the finding. Yadav, et al (2021) that recruitment and selection process is very important and must be carried out systematically to achieve organizational objectives and organizational development. The implication of the finding is that human resources are very important to the organization as they provide value, perspective and attributes to organizational culture. Effectively managed human resource can lead the organization towards remarkable growth.

Table 3: Analysis from the field survey on response rate.

Questionnaire	Number	Percentage
Total questionnaire distributed	384.	100
Questionnaire collected	361	94
Questionnaire rejected	15	4
Questionnaire analysed	346	90

Source: Distributed Questionnaire (2025)

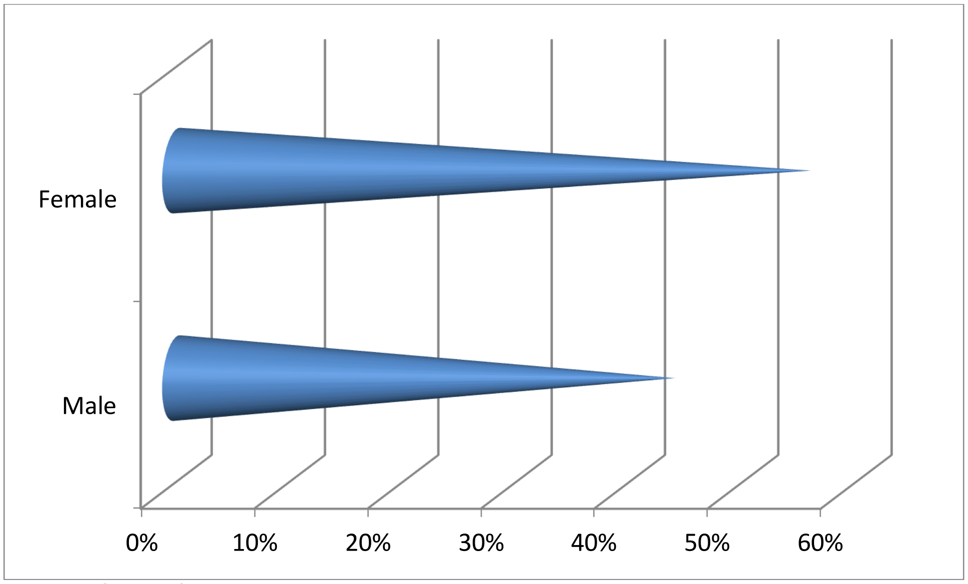

Figure 2: Gender Composition

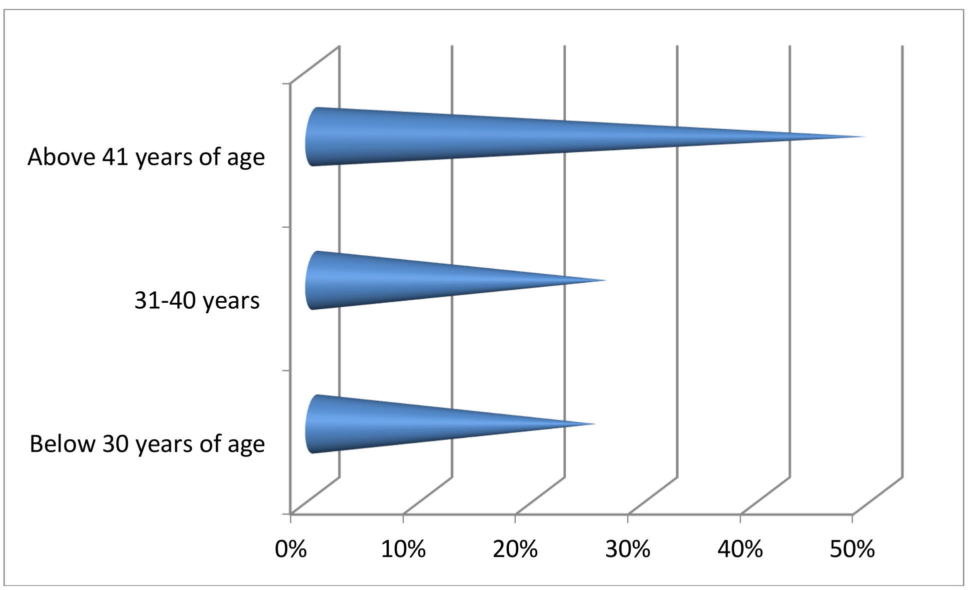

Figure 3: Age Bracket

Talent Development and Organizational succession planning

Table 4 showed that talent development has positive correlation with Organizational succession planning ($r = 0.518^{**}$, $p < 0.01$). Table 5 indicated that talent development has positive effect on Organizational succession planning ($ß = 0.297$, $P<0.05$). H3a test result

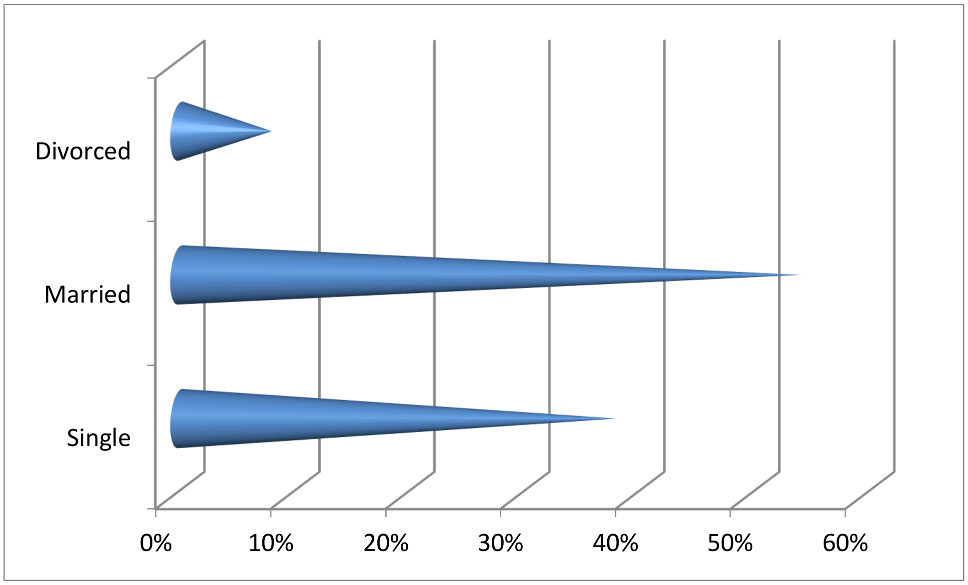

Figure 4: Marital Status

Table 4: Correlation Analysis of the Dimensions of Recruitment Strategies and Organizational succession planning

Dimensions of Recruitment Strategies	Mean	Std. Deviation	1	2	3	4
Job Analysis	24.29	0.919	1			
.Talent development	24.27	0.947	0.656**	**1**		
Mentoring	24.30	0.959	0.409**	0.332**	**1**	
Organizational succession planning	24.22	1.082	0.077	-0.075	-0.046	**1**

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

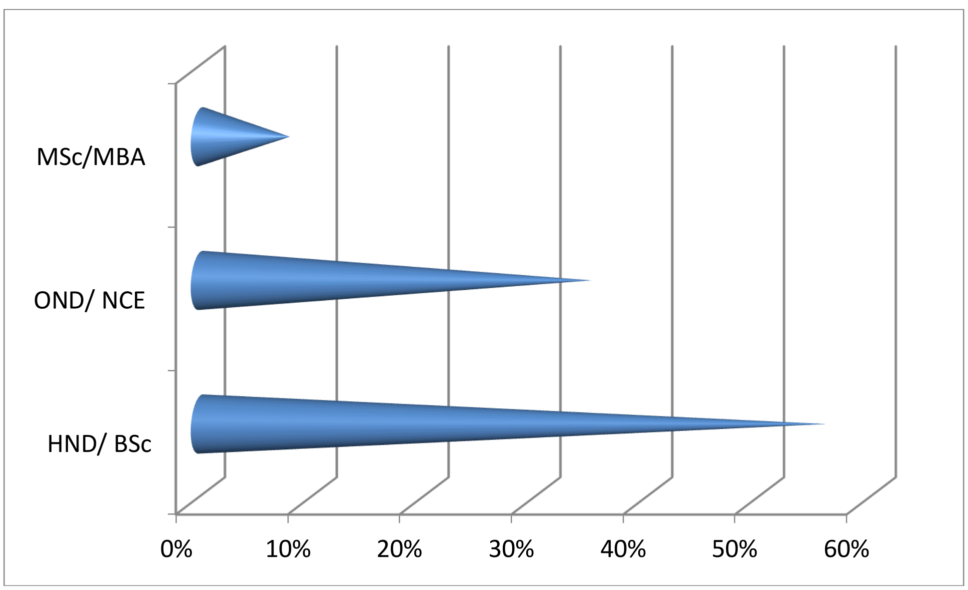

Figure 5: Educational Background

showed that talent development has a significant positive effect on Organizational succession planning (0.000 < 0.05). The result is in line with Oga and Onouha (2020) finding that the development of talent centers on the

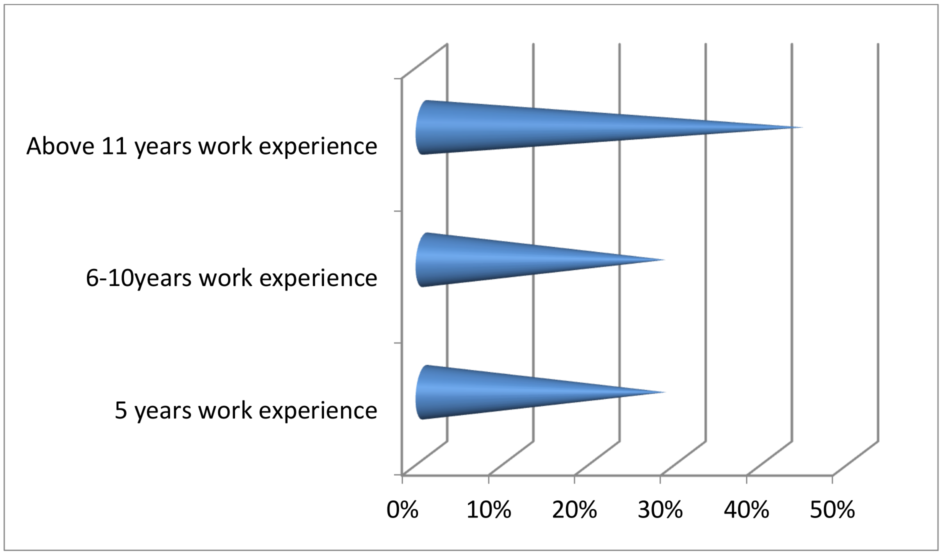

Figure 6: Work Experience

Table 5: Multiple Regression analysis of Recruitment strategies and Organizational succession planning.

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	-8.082	1.841		-4.389	.000		
	Job Analysis	0.397	0.060	.343	6.613	.000	.510	1.961
	Talent development	0.329	0.046	.297	7.205	.000	.809	1.236
	Mentoring	0.125	0.037	.127	3.356	.001	.956	1.046

Coefficients[a]

a. Dependent Variable: Organizational succession planning

Table 6: Analysis of Variance.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	208.431	5	41.686	77.742	0.000[b]
	Residual	182.312	340	0.536		
	Total	390.743	345			

a. Dependent Variable: Organizational succession planning
b. Predictors: (Constant), Mentoring, Talent development, Job Analysis

Table 7: Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.730[a]	0.533	0.527	0.7323

a. Predictors: (Constant), Mentoring, Talent development, Job Analysis

assistance given to workers to acquire those skills necessary for positioning the worker to be more useful to the enterprise. Tende et al. (2017) is of the opinion that when competent employees are not given equal opportunities to be developed as talents, they become dissatisfied with their jobs. This implies that talent development is a unique business process that benefits both employees and organizations.

Mentoring and Organizational succession planning

Table 3 showed that mentoring has positive correlation with Organizational succession planning ($r = 0.109^{**}$ $p < 0.01$). Table 4 showed that mentoring has positive effect on marketing performance (ß = 0.127, $P<0.05$). H4a test result showed that mentoring has a significant positive effect on Organizational succession planning ($0.001 < 0.05$). Mentoring is essential to the future of an organization. Organizations that lack mentoring programs could face the dilemma of leadership inadequacy in their employees' succession process (Dopson et al., 2017). Akinyi (2017) identified that organizations that adopt equal training opportunity, performance appraisal to identify training needs and plan human resources are tuned to develop appropriate succession plans in the process. Ayoobzadeh and Boies (2020) noted that mentoring to be rewarding to the mentor by precipitating experiences that enrich workplace gratification, thereby strengthening engagement. This implies that mentoring could also provide encounters that increase engagement. Mentoring has proven to be an essential tool for organizations; mentoring relationships benefit the mentee, the mentor, and the organization (Kennett & Lomas, 2015). Mentoring by leaders has increased employee job satisfaction, engagement, and job performance (Jyoti & Sharma, 2017). Additionally, organizations that employ mentoring programs encounter lower turnover rates and have employees who dedicate themselves to the organization (Jyoti & Sharma, 2017).

Conclusion

This study investigated the relationship between recruitment strategies and organizational succession planning within the finance industry of Delta State, Nigeria, with a particular focus on SMEs in the South-South region. The methodological approach was rigorous: a cross-sectional survey design was adopted, supported by stratified random sampling to ensure representativeness across subgroups. A structured questionnaire, designed on a five-point Likert scale, was subjected to both validity and reliability checks, including pilot testing and Cronbach Alpha analysis, which confirmed internal consistency above the recommended threshold. This methodological robustness, coupled with a high effective response rate of 90%, provided a solid empirical foundation for the study's findings. The demographic analysis revealed a balanced and diverse respondent pool across gender, age, marital status, educational background, and work experience. This diversity enhanced the generalizability of the results and reflected the heterogeneity of the SME workforce in Nigeria's finance sector. The statistical analyses provided compelling evidence of the significant role recruitment strategies play in succession planning. Correlation analysis showed strong positive associations between recruitment dimensions and succession planning, while regression analysis confirmed that Job Analysis, Talent Development, and Mentoring are all significant predictors of succession planning effectiveness. Specifically: Job Analysis emerged as the most critical factor, ensuring clarity of roles, alignment of competencies, and systematic workforce planning. Talent Development demonstrated strong positive effects, highlighting the importance of structured training and career growth opportunities in preparing employees for leadership roles. Mentoring, though contributing at a lower magnitude, was nonetheless significant, emphasizing its role in knowledge transfer, guidance, and leadership continuity. The regression model explained 53% of the variance in succession planning outcomes, underscoring that recruitment strategies are not peripheral but central to organizational sustainability. The ANOVA results further validated the model fit, confirming that the combined dimensions of recruitment strategies statistically predict succession planning effectiveness.

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