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Succession Planning and Employee Retention in Private Health Care in Lagos State

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Abstract

The sustainability of private hospitals in Nigeria has become a major concern as the issue of succession planning is imperative in the health sector. Succession planning is a vital tool for guaranteeing employee retention and lasting sustainability in the private health care. However, the toughest challenge for most organizations is how to effect a well-designed successor without altering the organizational continuity. The study objective was to investigate the impact of succession planning on employee retention in private hospitals in Lagos. The research design employed for this study is survey method and the population comprises selected private hospitals in Ikoyi, Maryland Lagos and 226 participants were chosen through simple stratified random sampling. A total of 226 structured questionnaires were completed and returned. The data collected were analyzed using both Ordinary Least Squares Regression and Correlation with the aid of statistical package for social sciences (SPSS 25.0 version), to test the hypotheses developed for the study. The findings of the study revealed that succession planning from career development have positive significant relationship with employee retention at (0.925) this denotes 92.5% variation on employee retention and management involvement have significant relationship with employee retention at (0.883) which indicates the value of 88.3% in employees' retention at 5% level of significance. The study concluded that both career development and management involvement in succession planning have positive significant relationship with employee retention in private hospitals in Lagos. Therefore, the study recommended that management private health care hospitals should consider succession planning as an important strategy to retain talent employee so as to enhance business growth and sustainability.

Keyword: succession planning, career development, management involvement, employee retention

Introduction

Succession planning is a critical aspect of human resource planning which is the process in which human resource requirements of an organization are identified and hired to satisfied human resource need. Many private health care facilities have realized the importance of succession planning in retaining talent employee in order to improve productivity and achieve their goals. Succession planning helps to improve employees' abilities and performance. Researchers have long posited that succession planning is importance in ensuring the continuity and prosperity of business enterprises (Smeltzer, 2002; Stephanie, 2009; Tunje, 2014). The fact remains that most private health care believed in continuity and prepared to have expert successor for their business. One way to describe succession planning is a firm's bid to identify and develop potential personnel capable of filling the key leadership positions needed in the organization. Succession planning begins with the business strategy and what it means in terms of the talented people needed by the organization. The ultimate aim of success planning is to ensure that company and employee are prepared for future human resource needs. Most time, it takes years for organizations to develop effective senior managers thus a succession plan exists mainly to serves as recipe for continuity in leadership. Armstrong (2009) defines leadership as the process of inspiring people to bring on their best to achieve an expected result.

The common challenge faced by most private enterprises in Nigeria aside from economic recession is the high rate of employee turnover. The ongoing problem of retaining employees is the result of a variety of factors such as due to lack motivation, low job satisfaction, low pay and so on. However, succession planning helps private hospitals not to only retain talent employee and groom future leaders but also to plan for any unexpected circumstances as a result of losses of employees either by death and early retirements. In addition, career development and management involvement among other practices of succession planning are used by management in the organization to achieve talent successor, satisfaction and retention.

Employee retention describes the various measures taken so that an individual stays in an organization for long period of time. The major reason why organization records employee's turnover is lack of job satisfaction. Therefore, it is essential for management in organization to devote more time in dealing with issues relate to employee dissatisfaction. Keeping talented employees is one of the major issues faced by organizations both private and public and the key distinguishing factor for human capital management (Courser, 2015). Employee retention leads to the long-term relationships that set the stage for promotion and advancement from within to leadership roles and the foundation for successful succession planning. A strategic talent management process can pull everything together and integrate the various activities needed in the private health institutions to keep most important human resources initiatives on track for future task.

The shortage of private health workers, increased demand for private health services, and emphasis on excellence in patient care and safety, all support the need for succession programs in private health sectors. Literature suggests that private hospitals lag in succession planning and when a succession plan does exist, it targets executive leadership positions, without including clinical leadership roles (Stephanie 2009)). In every hospital the majority of the doctors, nurses and other clerical staff may not be senior leaders, but every staff needs to be challenged and see opportunities for growth. In order to meet up with effective succession plan, management must actively monitor and develop their employees' talents and skills. When organizations create a succession plan that displays growth opportunities and challenges, their employees want to do more, and they have a brighter outlook on their future at their organization. As a result, they're more likely to be motivated and stick around for long-term.

However, in spite of the importance of succession planning to the improvement of employee loyalty and as result retention, research on succession planning and employee retention in private hospitals is limited. This study therefore seeks to examine the nexus between succession planning and employee retention in private hospitals in Lagos. Nigeria.

Literature Review

Concept of Succession Planning

Succession planning is a process of preparing competent employee for leadership position. Armstrong (2003) describes succession planning as a process whereby an organization ensures that employees are recruited and constantly developed to fill each key role within the company. According to Dessler (2000) succession planning is the process of ensuring a suitable supply for current and future key jobs successors so that the career of each employee can be managed to optimize the organizations needs and that of individual aspirations. Armstrong (2012) refers to succession planning as the process of assessing and auditing the talent in the organization in order to answer the fundamental question: Do we have enough potential successors available who can take up responsibility in the longer term? According to Chepkwony, (2012) succession planning is a process of identifying and developing employees with the potential to fill key business leadership vacancies in the company.

Concept of Employee Retention

Employee retention is a process in which the employees are motivated to stick with the group for the maximum period of time or until the conclusion of the project. According to Griffeth, and Hom, (2001) employee retention entails paying attention to efficiency and equity. In this regard, the cheapest way to retain employees is to increase satisfaction levels of employees. Employee retention (ER) is a process in which the employees are encouraged to stay with the organization for a longer period of time (Sandhya& Kumar 2011). Though employee retention has been said to be a very challenging task, effective employee retention is rewarding to both the organization and employee. According to Gbervbie (2008) employee retention strategies are the plans and means, and a set of decision-making behavior put forward by the organizations to keep their competent workforce for performance.

Concept of Private Health Care

A private health care is owned by a profit company or a non-profit organization and privately funded through payment for medical services by clients themselves, by insurers, governments through National Health Insurance Schemes (NHIS) or by foreign embassies. This consists of a group of people, organized for the purpose of giving out goods and services to meet the health care needs of the populace. The term Private health care sector refers to all those health providers working outside the

direct control of the state and includes; both for-profit and not-for-profit providers, and formally trained providers as well as traditional healers (Obuobi et al., 1999).

Health is a state of well-being between human and the physical, biological and social environment, compatible with full functional activity (Appleton and Lange, 1997 in WHO, 2007). The enjoyment of health is one of the fundamental rights of every human. Health is a precondition for wellbeing and the quality of life. It is a benchmark for assessing progress towards the reduction of poverty, the promotion of social cohesion and the elimination of discrimination (WHO, 2010).

Information about size and composition of the private health care subsector in Nigeria is even more scarce than in many other African countries. This is because of strong governmental presence in the delivery of health care before the 1980s and the tendency for policy-makers to view the sector as a competitor rather than partner in health development. The outcome is the focus of local research effort on the public health sector as seen in earlier reports (Okafor 1982; Ityavyar 1988; Ojo 1990), which indeed showed major imbalance in the sharing of health care resources nationwide. The opportunity for private health care business is believed to have increased rapidly since the mid-1980s, a period full of deep economic recession and characterized by falling social expenditures and household incomes through inflation.

It is very challenging to get the actual size of the private health care sector in Nigeria since a sizeable number of existing health facilities are believed to be operating without appropriate licensure by State Ministries of Health (SMOHs). Furthermore, private facilities seldom forward to the SMOH information reflecting health facility case-loads, available personnel and technologies in any given year. The private hospitals are tremendously dominant not only in Lagos metropolis but also in most state in Nigeria. The services provided by private health cares are: Patient care, Emergency and Ambulance services, Reproductive and child health, counseling and testing services, laboratory services, x-ray and ultrasound, pharmacy, eye services, obstetrics and gynecology, internal medicine, surgery and operative care, physiotherapy services, family planning, delivery, health care training, dental, ophthalmology, endoscopy and mortuary. The management and control of private health care hospital is based on sole ownership and its continuity is imperative through succession planning. Succession planning has never been the priority it should be at most hospitals and health systems.

Succession Planning and Employee Retention in Private Health Care

The top benefit of a succession planning is that it encourages internal recruitment and retention of talent employees. One major reason employees stay with a private health care is that they feel challenged by their work, by attending promptly and taking care of patients, employees are stick with their current employer because they foresee an opportunity to be part of the future growth of the hospital. When company creates a succession plan that displays growth opportunities and challenges, it has encourage employees to be more productive, have a more positive view on their future and prompt them to stay for long-term in the company.

Succession planning practices involves human resource planning, career development, talent management, performance management, training, and development, management involvement, reward system and diversity management which encourage employee productivity and retention (Tunje 2014). The purpose of succession planning is to spot those with the potential to take on greater responsibility in the organization. Human capital in health care organizations is an important asset and is often the reason a successful organization stands out (Coonan, 2005). Eshiteti et al (2013) worked on effects of succession planning programs on staff retention amongst sugar companies in Kenya and found out that succession planning programs emerged as a strong factor influencing staff retention by providing employees with growth opportunities and job satisfaction.

Career development has become important to private health care hospital that seeks to improve performance and healthcare delivery. Effective adoption of career development initiative in any hospital significantly influenced retention of sound doctors. The organizations offer opportunities for employee career development through: on the job learning, better training and counseling, formal training programs and job orientation. These facilities help in employees' development and also in preparing the employees probable to fill key positions (Jr., 2003). When you allow employees the opportunities to be active in the growth of your hospital those employees are motivated to stay in the hospital to see their

plans result in success. This will improve employee retention and improve the future succession of the company (Yang, 2012).

Sitati, Were, & Waititu (2016) conducted a study on the effects of career development on employee retention in the hotel industry in Kenya. The research problem was studied through the use of a survey research design. The target population of the work comprised of 213 hotels registered under Kenya Association of Hotelkeepers and Caterers in Kenya. A representative sample of 137 hotels was selected from each hotel region using stratified random sampling. The finding revealed that career development had a positive and significant influence on employee retention in the hotel industry in Kenya.

Management involvement in succession planning is the step by step preparation of employees to move into supervisory positions and involve in decision making. According to Benson, Young and Lawler (2006) high involvement work practices as specific set of human resource practices that focus on employee decision making power, access to information, training and incentives. An "open door policy" encourages smooth communication between management and employees. A hospital where management involvement is adopted management and supervisors have effective management and leadership skills that result better performance in health service delivery and retention.

According to Tunje (2014) employee involvement is more assured if the employees participate in the development of new employment practices and if they know that their contributions have been accepted and worked upon. Armstrong (2012) says that gaining line management support requires a thorough analysis of the benefits that will accrue when they support any new human resource practice. The involvement of line management in taking decision encourages management development for future task. The implementation and execution of policies become easier and managers were motivated to stay long in the organization. One major reasons for involving talent employees to participate in management decision is to ensure commitment and develop high-potential leaders in the future,

Theoretical Framework

Santorin's Relay theory

Santorin (2004) theory or model posited that organizations with internal relay succession model gained high return on investment above those who do not. Santorin (2004) advocated that current executives of an organization should pass the baton of leadership to a successor over a long period of time before living the organisation. For a long time, the impact of this model was evaluated on companies, where different organisations were compared, with some organizations adopting the model and others not practicing it. It was discovered that organizations that practiced relay succession models performed better because the successors were exposed to industry challenges and were able to cope with such challenges during the pre-succession phase. With this model, existing superiors (predecessors) were able to pass the baton of leading the organisation in real time, thereby giving the junior officers (successors) the opportunity to test therein of leadership, and at the same time receive thorough training, coaching and mentoring from superiors on the job (George, Ajeyomi and Akaighe, 2016).

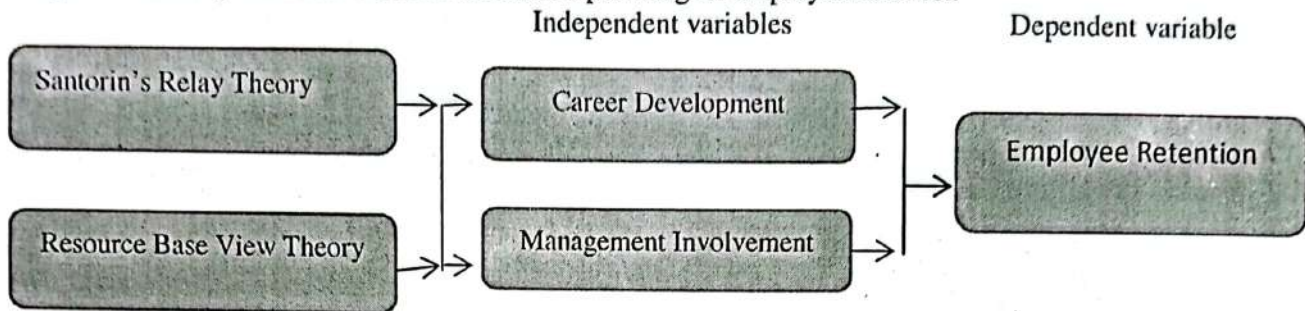
Resource Based View Theory

The resource based view (RBV) is based on the premises that organizational resources include technical, financial and human resources can provide a firm with sustained competitive edge because they are difficult to emulate. Succession planning can be seen through the lens of the resource-based view (RBV) of the organization, since it deals with the appropriation and retention of limited resources (talented managers) in order to maintain a competitive advantage (Smart & Wolfe 2000). This approach aids in getting achieving the best through Succession planning which discover those with the skill set to shoulder higher responsibility in the organization. In line with resource base, organizations can use succession planning management to develop the strengths and performance of their people to maximizes production capacity and competitive advantage.

This study adopted the Santorin's relay theory because model does not only relevant to the study but also held the organization to understand in depth the significant of internal relay succession model in achieving future leadership learning to gaining high return on investment over competitors.

Conceptual Model for the study

Figure 1: Conceptual framework of succession planning on employee retention



Source: Authors model 2018

Empirical Framework

Tunje (2014) conducted a research on the relationship between succession planning practices and employee retention in large media houses in Kenya. The study used a descriptive survey design. The study targeted 3,000 permanent employees working in the media houses. Data was analyzed using descriptive statistics and analysis of variances. The outcomes revealed that there is a positive relationship between succession planning practices and employee retention.

Aremu and Jimoh (2016) examined empirically the effect of directive and participative leadership on succession planning in Nigeria Family Owned Businesses. This study adopted an explanatory research design. The population of the study comprises all Family Owned Businesses in Lagos State and 387 respondents were purposively chosen from the population. Primary source of data collection was engaged and the respondents were the owners/founders of family businesses. Single Regression analysis was used to test the proposed hypotheses. The study came out with the following findings: ($R=0.812$, $R^2=0.659$, $P(0.000) < 0.5$) this indicated that the model as fitted explained 65.9% of the variability in succession planning and ($R=0.535$, $R^2=0.287$, $P(0.000) < 0.5$). The implication is that 28.7% variation in the dependent variable succession planning is explained by the independent variables used in the model. The study concluded that directive and participative leadership are major and significant determinants of succession planning in Family Owned Businesses.

Eshiteti et al (2013) worked on effects of succession planning programs on staff retention amongst sugar companies in Kenya and concluded that succession planning programs emerged as a strong factor influencing staff retention majorly by providing employees with growth opportunities and job satisfaction. This was enabled through programs such as job rotation, mentoring, coaching and learning programs.

Tetteh (2015) investigated the relationship among succession planning, employee retention and organisational effectiveness in some selected organisations in Ghana. It further assessed the effect of career development program on the relationship between succession planning and employee retention and also on the relationship between succession planning and organisational effectiveness. One hundred and eighty-eight (188) respondents were conveniently sampled from four organisations; two from the private and two from the public sector in the Greater Accra Region of Ghana. Using a quantitative design, all selected participants completed questionnaires on Succession Planning, Employee Retention, Organisational Effectiveness and Career Development Program. The Multiple Analysis of Variance and Hierarchical Multiple Regression were carried out on the data. The results showed that, succession planning significantly affected employee retention and organisational effectiveness. The result further revealed that, career development program significantly moderated the relationship between succession planning and employee retention.

Dauda (2013). Conducted a study on business continuity and challenge of succession in Nigeria: What happens when the CEO leaves? The paper assessed what succession planning is about and the challenges associated with its implementations. The paper also re-assessed the strategies for developing and implementing leadership succession plans. The author engaged qualitative research methods to

investigate leadership succession in Nigeria in both public and private sector organizations. The research reported that most Nigerian organizations are not engaged in leadership succession planning and implementation. It was also obvious from the research findings that for those that tried, the success rate was insignificant. The research also showed other issues such as culture and political complications that are widespread in most Nigerian organizations, especially those in the public sector. These endemic issues need to be understood and dealt with to ensure organizational renewal, business continuity and economic growth.

Ezemma and Ifeanyi (2017) examined the place of succession planning in the sustainability of selected Family Owned Businesses (FOB's) in Anambra State. Survey research design was the approach for the study. The population of the study consisted of 275 FOB's comprising of 50 incorporated FOB's and 225 unincorporated FOB. Complete enumeration was adopted. Data was collected through the use of questionnaire and analysed using Pearson's Product Moment Correlation Co-efficient to test for relationship and t-test to examine the mean difference. Findings showed that mentorship has a high positive significant relationship with sustainability ($r = .858$ $p < .05$) and that there is no statistical difference between the perceptions of selected incorporated FOB's and unincorporated FOB's on succession planning in Anambra State ($t = -218$ $p > .05$). The research work concluded that mentorship is very key in the quest to consolidate the existence of family businesses and therefore recommended that FOB's should see mentorship as a process that is gradual and not rushed towards the end; the owner/managers of FOB's should ensure that they first of all ensure that they make the people who will take over to be sincerely interested in the business and that owner/founders should see succession as a process of preserving their businesses for long rather than a process of letting go of power and control.

Methodology

Research Design

This study adopted a descriptive survey research design due to the large population involved and was most suitable because the study has no control of the response variables as well as the outcome.

Population of the Study

The study targeted five hundred and forty-seven (547) consultant doctors, nurses, medical directors and management in four (4) Private Health Care in Ikoyi Maryland, Lagos which include Citizen Medical Centre Ikoyi (159), First Consultants Medical Centre, Ikoyi (143), Gold Cross Hospital Bourdillon, Ikoyi (103), and Saint Francois Medical Centre, Ikoyi (142). The area of study were chosen because the information gathering revealed they are the top leading Private Health Care who have planned to maintain stability in employees' achievement record in the last ten years and also because of proximity convenience to get the information concerning the response objectives of the study.

Sampling frame and Sample Size

The study used both Stratified and Simple Random Sampling Technique to ensure that every member of the population have a known and equal chance of being included in the sample. The sample size was determined using Krejcie and Morgan formula (1970) which is stated as follow:

The Statistical formula is

$$n = \frac{x^2 NP(1 - P)}{e^2(N - 1) + p(1 - p)x^2}$$

Where, ($P = 50\%$, $d =$ degree of accuracy expressed as a proportion, 0.5).

$N =$ Population size = 750

$X^2 =$ table value of chi-square at degree of freedom of 1 for 5% confidence level i.e. ($0.05 = 3.84$).

$$0.05 \times 0.05 \times 546 + 0.5 \times 0.5 \times 3.84$$

$$525.15$$

$$1.365 + 0.96$$

$$\frac{525.12}{2.325}$$

$$n = 226$$

The stratification was done below:

Table 1: SAMPLE SIZE DETERMINATION

<i>Job Classification</i>	<i>Actual Population</i>	<i>Population (%)</i>	<i>Total sample size n=226</i>	<i>Final sampling units from each job classification/stratum</i>
CMC, Ikoyi	159	0.2907	0.2907×226	66
FCMC, Ikoyi	143	0.2614	0.2614×226	59
GCH, Ikoyi	103	0.1883	0.1883×226	43
SFMC, Ikoyi	142	0.2596	0.2596×226	58
Total	547	1.0000		226

Source: Author's computation, 2018.

A period of Four (2) weeks was allowed for respondents to attend to questionnaires and collection was done after the two week period.

Data Specification

Both Primary and Secondary sources were used to source for data for the research work. The primary data was obtained through questionnaire which elicits information on HR of the Selected Private Health Care and data related to succession planning and employee retention. The secondary data was sourced from www.expatriate.com/privatehealthcare.lag.ng/ for other information complementing primary source.

Method of Data Collection and Analysis

The study used well structured questionnaire as data collection instrument. Likert scale of five points was used to enable the respondents give their responses to items in the questionnaire based on the following grades: Strongly Agree (SA) = 5, Agree (A) = 4, Undecided (UN) = 3, Disagree (D) = 2, and Strongly Disagree (SD) = 1.

Data collected were analyzed using both inferential and descriptive statistical techniques that is correlation and regression with the aid of statistical package for social sciences (SPSS 25.0 version), to test the hypotheses developed for the study.

The rationale for using correlation and simple regression analysis was because it is a statistical tool that does not only explores the relationship between two variables (dependent and independent variables) but also indicate the direction of the result and the degree of variability changes in the level of dependent variable as because of regressed factor of independent variable. Analysis of variance (ANOVA) was equally incorporated in the statistical tool to test for the overall significance of the estimated regression parameters. That is to know perhaps whether or not the proportion of the total variation in the dependent variable as explained by the whole model is significant.

The simple regression model is given below as:

$$Y = \alpha + \beta_1 X_1 + e_0$$

Where:

Y = Dependent variable = Employee retention

α = Constant/the intercept point of the regression line and the y-axis

β_1 = the slope/gradient of the regression line

X_1 = Predictor variable = career development.

e_0 = Stochastic error

Hypothesis Testing

H₀₁: Career development does not have significant impact on employee retention

Table 1: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.962 ^a	.925	.924		.24858

Source: Authors Computation, 2018

a. Predictors: (Constant), Career development

To assess the level of relationship between career development and employee retention (in the form of training and staff development), simple regression analysis was carried out. The result of the regression model in the table shows the value of the regression coefficient $R = .962$, $R\text{-square} = .925$ and adjusted $R\text{-square} = .924$. From this result, the extent of relationship between career development and employees' retention is clarified by the value of the R square. The $R\text{-square}$ value denotes 92.5% of employees' retention is accounted specifically by a unit increase in career management through training and development.

Table 2: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	167.144	1	167.144	2895.241	.000 ^b
	Residual	13.594	224	.058		
	Total	180.739	225			

Source: Authors Computation, 2018

a. Dependent Variable: employees retention

b. Predictors: (Constant), career development

The analysis of variance table (Anova table above) showed regression sum of square value of (167.144) which is higher than the residual sum of square value of (13.594). This implies that the model accounted for most of the variations in the dependent variable. More so, the F calculated value of (2895.241) is greater than the tabulated value of (1.96) indicating a significant relationship. In addition, the significant value of P (0.000) is smaller than (0.05) which means that the independent variable (career development) is positively related with the dependent variable (employees' retention). Hence, we posited that there is significant relationship between career development and employees' retention at 5% level.

Table 3: Regression Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.500	.096		-5.181	.000
	Training	1.095	.021	.962	52.009	.000

Source: Authors Computation, 2018

a. Dependent Variable: employees retention

The beta coefficient of the model in table above indicates the beta value of the constant is -0.50 whereas; the beta value for the predictor variable (career development) is 1.095. The t -value of 52.009 and the p -value of .000 indicates the model is significant at $p < 0.05$. Therefore, the beta coefficient (Beta= 0.962) implies the level of employees' retention is increase by 96.2% if their career development in the process increases by one. Also if peradventure no career development was observed in the hospital (i.e. the value becomes 0) the employees retention will reduce by 50% and might pose unusual threat to the organizational performance by decrease in productivity of the industry as shown by the constant value (-0.50) in the table.

H₀₂: management involvement does not have significant relationship with employee retention
Table 4: Model Summary

Correlations

		Management Involvement	Employee's retention
Management Involvement	Pearson Correlation	1	.883**
	Sig. (2-tailed)		.000
	N	226	226
Employee retention	Pearson Correlation	.883**	1
	Sig. (2-tailed)	.000	
	N	226	226

Source: Authors Computation, 2018

** . Correlation is significant at the 0.05 level (2-tailed).

The table of analysis above shows the value of Pearson's correlation coefficient between two distinct variables (Management Involvement & Employee's retention; $r = .883$ respectively). The two-tailed significance of the correlation is displayed (e.g. the correlation above is significant, $p < .005$). Finally, the number of cases contributing to the correlation ($N = 226$) is shown. Along the diagonal of the matrix, the points for the correlation coefficients are all 1.00 (i.e. a perfect positive correlation). This is because these values represent the correlation of each variable with itself, so clearly, the resulting values are 1. Taking a cursory look at the predictor (management involvement) and the dependent (employee's retention) which is significant at a .05 level ($r = .883$, $p = .000$). Because of the significance of this relationship, the coefficient is large and so it looks as though the predictor (Management involvement) is contributing to the model (i.e. there is high co linearity). Therefore it is posited that a unit increase in management involvement accounted for 88.3% increase in employees' retention at 5% level of significant.

Discussion of Findings

Generally, the operation of private health cares in Nigeria had been recorded with great development. Most hospitals have recognized the need for succession through talent retentions to attain sustainability. The result of the findings in Hypothesis 1 reinforced and posited that a unit increase in career development will result to 92.5% increase in employees' retention and further replicate that if no career development was observed in the selected health cares (i.e. the value becomes 0) the employees retention will reduce by 50% and might pose unusual threat to the organizational performance by decrease in the level productivity and profitability growth of the sector as shown by the constant value (-0.50) in the regression table. Therefore career development was found to have a highly anticipatory value for employee retention rate. The analysis above implies that private health cares in Lagos to large extent considered career development of employees as a driver for future succession and retention. This finding was a ride to Tetteh (2015) who found that career development program also significantly affected the relationship between succession planning and organizational effectiveness.

Also, the Pearson's correlation coefficient in hypothesis 2 which show the value of $r=0.883$ revealed that there is positive but strong relationship between management involvement and employee retention at 5% level of significant. Most respondents agreed that the ability of the employee to speak his or her mind freely within the organization is another key strategy of retaining them. Organizations should view employee participation in decision making as a driver to employee commitment, and satisfaction and retention. The results of hypothesis 2 support Tunje (2015) that management ensures that there is management involvement and free communication between them and the employees enhance employee retention in large media houses in Kenya. The results of the two hypotheses revealed that succession planning has a strong relationship with employee retention in private health cares In Lagos.

Conclusion and Recommendations

This study investigated the impact of succession planning on employee retention in private health cares in Lagos, Nigeria. Succession planning assists to identify and develop new leaders who can replace old leaders when they leave, retire or die. Most private hospitals are owned by individual as result, they need to plan ahead for leadership successor in order to achieve sustainability and growth. Organizations engage succession planning as a practice to ensure that employees are hired and developed to carry out key task within the organisation. Effective succession planning guarantees that workers in either private/public organizations are constantly developed to fill each needed role. The study discovered that career development is more critical in ensuring private health care retain majority of employees. In addition, management involvement has significant roles in ensuring talent retention in private health cares because employee participation in decision making process encourages employee motivation, performance and retention. Therefore the study concluded that both career development and management involvement in succession planning have significant relationship with employee retention in private health care in Lagos.

In light of the findings of the study, the following recommendations were made:

- i. Organisations should build a strong succession planning practices that encourage employee retention, because succession planning gives organizations the best opportunity to retain talented employees so as to achieve sustainability.
- ii. Management of private health care should considered career development as a strong antecedent to succession planning and retention. Thus, organization that wish to rely on its high potentials employee in time of succession will need to prepare them for future challenges and ensure that they possess the skills needed to handle succession effectively.
- iii. Private health cares should consider management and employee participation in decision making very important, because this can be highly motivating.

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