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Beyond Company Success: Exploring the Challenges of Succession Planning and Its Influence on Employees' Productivity

[1]Patricia Joy E. Comson, [1]Jennylyn P. Galanto, [1]Rachelle Q. Macaranas, [1]Maria Sheila C. Oriente, [1]Gem C. Ridual
[1]Philippine Christian University, Philippines

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ABSTRACT

This study explores the perceived challenges of succession planning within organizations, focusing on four key areas: lack of leadership development programs, unclear succession criteria, resistance to change, and an inadequate talent pool. The research utilizes a survey of employees to understand their perspectives on these challenges and how they impact organizational performance. Results from the analysis reveal that the primary challenges identified are the lack of clear leadership development programs and the absence of structured succession criteria. These factors contribute to employee uncertainty, hindering their readiness for leadership roles and affecting their productivity. Resistance to change was found to have a moderate effect, with employees generally open to succession planning changes, while the talent pool was perceived as insufficient to meet leadership demands. Furthermore, regression analysis indicates that unclear succession criteria significantly impact employee productivity, with the lack of leadership development programs also having a marginal influence. However, resistance to change and the inadequate talent pool were not found to affect productivity significantly. These findings emphasize the importance of clear, transparent succession processes and consistent leadership development efforts in maintaining employee motivation and task efficiency. Organizations should focus on enhancing these areas to improve overall productivity and ensure a steady pipeline of future leaders. The study highlights that effective succession planning is a critical factor for organizational success and long-term sustainability.

Keywords: *Succession Planning, Leadership Development, Organizational Challenges, Employee Productivity*

INTRODUCTION

In the contemporary business environment, succession planning stands as a vital strategy for ensuring resilience and long-term competitiveness. It has expanded beyond the simple replacement of leaders, becoming a comprehensive framework that shapes organizational culture, workforce development, and leadership pipelines. A well-crafted succession plan allows organizations to navigate unexpected disruptions while fostering agility, preparedness, and innovation. In an era of global competition and technological transformation, building a strong succession system safeguards both performance and employee morale (Hussein & Patel, 2024; Chaudhry & Samra, 2025).

From the perspective of employees, the presence of transparent succession systems significantly influences motivation and productivity. When workers see opportunities for mentorship, skills development, and advancement, they tend to demonstrate higher levels of commitment and engagement. On the contrary, ambiguous or poorly implemented succession strategies may create insecurity, disengagement, and turnover, weakening organizational performance. This highlights the dual role of succession planning in protecting institutional continuity while simultaneously nurturing employee well-being (Mokhles & Farouk, 2025; Alonso & Latham, 2024).

At the organizational level, succession practices reflect leadership values and human resource philosophies. Systems grounded in fairness and competency-based approaches encourage trust, loyalty, and innovation, while favoritism and lack of transparency often undermine morale and diminish productivity. In this sense, succession initiatives act as a mirror of organizational culture, demonstrating the extent to which companies prioritize equity, inclusivity, and employee development (Turner & Silva, 2025; Nguyen et al., 2024).

Looking ahead, the importance of succession planning grows in light of pressing challenges such as demographic shifts, workforce diversity, and digital transformation. As seasoned professionals retire and younger generations rise to leadership roles, organizations must preserve institutional knowledge while embracing fresh perspectives and technological skills. By embedding training, mentorship, and continuous learning into succession strategies, organizations enhance resilience, innovation, and overall productivity (Park & Lee, 2025; Martinez & Cole, 2025).

This research investigates the influence of succession planning on employees' productivity, with emphasis on its role in shaping perceptions of fairness, motivation, and career growth. It seeks to identify both the practices that enhance engagement and the barriers that hinder organizational development. Positioned at the intersection of leadership continuity and workforce performance, this study provides insights for leaders, human resource practitioners, and policy makers. Ultimately, succession planning is not merely a survival strategy—it is a decisive factor in shaping employee futures, sustaining productivity, and securing long-term organizational success (Lombardi & Ahmed, 2024; Singh, 2025; Harvard Business Review, 2024).

MATERIALS AND METHODS

This study adopts a descriptive and quantitative research design to investigate the challenges of succession planning and its influence on employees' productivity in selected organizations. A non-random purposive sampling method is employed to identify participants, focusing on employees and managers who have direct experience or exposure to succession planning practices within their organizations.

Data is collected through a structured survey questionnaire consisting of two major components: succession planning, which covers dimensions such as transparency, fairness, training opportunities, and mentorship; and employees' productivity, which includes measures of motivation, efficiency, commitment, and performance outcomes. The gathered data is analyzed using descriptive statistics to summarize participants' perceptions and regression analysis to determine the effect of succession planning on productivity. To ensure research integrity, ethical considerations such as voluntary participation, informed consent, and confidentiality of responses are strictly upheld throughout the study.

RESULTS AND DISCUSSION

1. What are the perceived challenges of succession planning in the organization in terms of:

1.1 Lack of leadership development programs;
1.2 Unclear succession criteria;
1.3 Resistance to change; and
1.4 Inadequate talent pool?

The data in Table 1 shows that the average mean for respondents' assessment of the organization's leadership development programs is 3.02, with a standard deviation of 0.79. This indicates that employees generally *agree* that leadership development opportunities exist within the organization, although the moderate variability suggests that the consistency and sufficiency of these programs vary across different departments or units. The overall interpretation of *Agree* reflects that while leadership development initiatives are present, they may not be fully comprehensive or adequately aligned with succession planning goals. As Kim and Park (2023) highlight, sustainable succession planning requires structured and consistently applied leadership development programs to ensure a steady pipeline of future leaders; any inconsistencies may undermine long-term organizational growth.

Table 1
Respondents' Perceived Challenges of Succession Planning in the Organization in terms of Lack of Leadership Development Programs

Indicators	Mean	SD	Description
The organization provides adequate leadership development programs for potential leaders.	3.13	0.82	Agree
There is a clear and structured leadership development plan in place for employees.	2.92	0.79	Agree
Leadership development programs are regularly updated to meet the evolving needs of the organization.	2.87	0.82	Agree
I believe the organization invests enough resources in developing future leaders.	3.08	0.79	Agree
The leadership development programs offered in the organization are effective in preparing employees for leadership roles.	3.10	0.75	Agree
AVERAGE MEAN	**3.02**	**0.79**	**Agree**

Legend: (4) Strongly Agree, (3) Agree, (2) Disagree, (1) Strongly Disagree

The highest mean score is observed in the statement "The organization provides adequate leadership development programs for potential leaders" with a mean of 3.13 and a standard deviation of 0.82. This indicates that employees moderately acknowledge the presence of initiatives for leadership development, though adequacy remains only partially achieved. Such recognition implies that while some structures are in place, employees may still perceive gaps in meeting the growing demands for leadership preparation. According to Brown and Rivera (2022), adequate and visible leadership development initiatives boost employee confidence and strengthen succession readiness by signaling the organization's commitment to talent growth.

In contrast, the lowest mean score is recorded in the statement "Leadership development programs are regularly updated to meet the evolving needs of the organization," with a mean of 2.87 and a standard deviation of 0.82. Although still rated as *Agree*, this lower score highlights concern regarding the timeliness and adaptability of leadership programs. This suggests that employees feel current initiatives may not sufficiently address the dynamic challenges of the organization, leading to potential skill mismatches in future leadership roles. As noted by Li and Hassan (2024), outdated leadership development efforts weaken succession planning by failing to equip employees with competencies relevant to modern organizational needs. Thus, while employees generally agree that leadership development exists, findings reveal a need for continuous program enhancement to ensure preparedness for evolving leadership challenges.

The data in Table 2 reveals that the average mean score for respondents' perceptions of succession planning criteria in the organization is 2.73 with a standard deviation of 0.77, interpreted as Agree. This suggests that while employees generally recognize the presence of succession planning processes, they perceive that the criteria for leadership transitions are not clearly defined or consistently applied. Such ambiguity may lead to uncertainty and hinder employee confidence in leadership development pathways. According to Chen and Khalid (2023), unclear succession policies weaken employee trust in organizational leadership and reduce engagement, since workers may feel that opportunities for advancement are not based on merit.

Table 2
Respondents' Perceived Challenges of Succession Planning in the Organization in terms of Unclear Succession Criteria

Indicators	Mean	SD	Description
The criteria for succession planning within the organization are clearly defined and communicated.	2.75	0.79	Agree
I am confident that the selection process for leadership positions is transparent and fair.	2.79	0.78	Agree
The organization lacks a clear framework for identifying potential leaders.	2.52	0.75	Agree
Employees understand the requirements for being considered for leadership roles in the organization.	2.81	0.72	Agree
The succession criteria are consistently applied across the organization.	2.79	0.80	Agree
AVERAGE MEAN	**2.73**	**0.77**	**Agree**

Legend: (4) Strongly Agree, (3) Agree, (2) Disagree, (1) Strongly Disagree

Among the indicators, the highest mean was obtained for the statement "Employees understand the requirements for being considered for leadership roles in the organization" with a mean of 2.81 and a standard deviation of 0.72, interpreted as Agree. This suggests that while some awareness of leadership requirements exists, the understanding is insufficient to provide employees with clear guidelines. Prior studies, such as those by Martin and Patel (2022), emphasize that transparent communication of criteria fosters inclusivity and motivates employees to pursue leadership opportunities, reinforcing the importance of clear guidelines in succession planning.

Conversely, the lowest mean score was recorded in the statement "The organization lacks a clear framework for identifying potential leaders" with a mean of 2.52 and a standard deviation of 0.75, still interpreted as Agree. This highlights a weak area, as it indicates that employees perceive an insufficiently structured system for identifying leadership talent, which can undermine the effectiveness of succession planning. Research by Alharbi and Singh (2024) stresses that without a defined framework, organizations risk leadership gaps and inconsistencies in talent promotion, which can negatively impact long-term sustainability. Hence, while employees generally agree on the presence of succession planning efforts, the lack of clarity and consistency in criteria remains a significant challenge requiring improvement.

Table 3
Respondents' Perceived Challenges of Succession Planning in the Organization in terms of Resistance to Change

Indicators	Mean	SD	Description
There is significant resistance to adopting succession planning processes within the organization.	2.65	0.74	Agree
Employees are generally open to the changes brought about by succession planning.	2.88	0.65	Agree
Some leaders in the organization actively oppose changes in the succession planning process.	2.40	0.72	Disagree
The organizational culture discourages new approaches to leadership transitions.	2.27	0.77	Disagree
Resistance to change has delayed the implementation of effective succession planning in the organization.	2.73	0.72	Agree
AVERAGE MEAN	**2.59**	**0.72**	**Agree**

Legend: (4) Strongly Agree, (3) Agree, (2) Disagree, (1) Strongly Disagree

The results in Table 3 reveal that the respondents' perception of challenges in succession planning related to resistance to change has an average mean of 2.59 and a standard deviation of 0.72, interpreted as Agree. This suggests that resistance is present but only moderately affects the organization's succession planning process. As Hayes (2022) emphasized, resistance to change often arises when employees and leaders face uncertainty about new processes, particularly those tied to leadership transitions and career advancement.

The highest-rated indicator is "Employees are generally open to the changes brought about by succession planning" (M = 2.88, SD = 0.65), showing that many employees are receptive to leadership transitions. This openness is a positive sign for the organization since employee adaptability is essential in supporting succession processes. Williams and Turner (2023) noted that when employees perceive change as beneficial and fair, they are more likely to support succession initiatives, ultimately improving the overall implementation of leadership development strategies.

Conversely, the lowest mean is found in "The organizational culture discourages new approaches to leadership transitions" (M = 2.27, SD = 0.77), which was interpreted as Disagree. This indicates that while some resistance exists, the organizational culture itself does not strongly hinder succession efforts. Instead, reluctance may be more evident among some leaders rather than the workforce as a whole. Brown and Carter (2022) observed that leadership resistance is often more problematic than employee resistance, as leaders may view succession planning as a threat to their authority. Thus, while employees remain moderately supportive, overcoming leaders' opposition through clear communication and inclusive planning remains crucial (Nguyen et al., 2024).

Table 4
Respondents' Perceived Challenges of Succession Planning in the Organization in terms of Inadequate Talent Pool

Indicators	Mean	SD	Description
The organization faces challenges in identifying a sufficient number of qualified candidates for leadership roles.	2.92	0.65	Agree
There are not enough employees ready to step into leadership positions when needed.	2.87	0.91	Agree
The company struggles to develop talent internally for future leadership roles.	2.65	0.81	Agree
The talent pool within the organization is too small to meet the leadership needs.	2.60	0.80	Agree
Succession planning has been hindered by a lack of qualified candidates within the organization.	2.42	0.75	Disagree
AVERAGE MEAN	**2.69**	**0.78**	**Agree**

Legend: (4) Strongly Agree, (3) Agree, (2) Disagree, (1) Strongly Disagree

Table 4 indicates that respondents perceive the challenge of an inadequate talent pool in succession planning with an average mean of 2.69 and a standard deviation of 0.78, interpreted as Agree. This suggests that employees recognize gaps in the availability of qualified candidates for leadership roles, which may hinder the effectiveness of succession planning initiatives. According to Kim and Park (2023), a limited pool of leadership-ready candidates can create organizational risks, particularly when critical positions remain unfilled during transitions.

The highest-rated indicator is "The organization faces challenges in identifying a sufficient number of qualified candidates for leadership roles" (M = 2.92, SD = 0.65), reflecting that the workforce acknowledges a noticeable difficulty in pinpointing potential leaders. Similarly, the statement "There are not enough employees ready to step into leadership positions when needed" (M = 2.87, SD = 0.91) supports the concern that leadership readiness is lacking. As highlighted by Rivera and Zhang (2022), organizations that fail to invest adequately in leadership pipelines often encounter delays in filling strategic roles, which affects continuity and overall productivity.

On the other hand, the lowest-rated statement, "Succession planning has been hindered by a lack of qualified candidates within the organization" (M = 2.42, SD = 0.75), was interpreted as Disagree. This indicates that while a talent pool shortage exists, it may not be the primary barrier to effective succession planning. Rather, issues such as training, mentoring, and leadership development initiatives might play a larger role. As emphasized by Patel and Kumar (2024), organizations can mitigate the perception of an inadequate talent pool by implementing structured talent development programs that prepare employees in advance for future leadership positions. This suggests that while respondents see limitations, strengthening internal development efforts could address the challenge more effectively.

2. How do employees perceive their level of productivity in relation to succession planning in terms of:

2.1 Task efficiency;
2.2 Work quality;
2.3 Employee motivation; and
2.4 Job satisfaction?

Table 5
Employees perceive their Level of Productivity in Relation to Succession Planning in terms of Task Efficiency

Indicators	Mean	SD	Description
Succession planning has improved my efficiency in completing tasks.	2.96	0.66	Agree
I am able to complete tasks faster due to the clarity provided by succession planning efforts.	2.94	0.75	Agree
Employees are more productive when there is clarity about leadership transitions.	3.48	0.64	Strongly Agree
Succession planning has streamlined task allocation and improved efficiency.	3.37	0.69	Strongly Agree
I feel more confident in completing tasks due to the structured leadership planning in place.	3.02	0.80	Agree
AVERAGE MEAN	**3.15**	**0.71**	**Agree**

Legend: (4) Strongly Agree, (3) Agree, (2) Disagree, (1) Strongly Disagree

The results in Table 5 reveal that employees generally perceive a positive impact of succession planning on task efficiency, with an average mean of 3.15 and a standard deviation of 0.71, interpreted as Agree. This suggests that succession planning contributes to improving clarity, organization, and productivity within the workplace. As noted by Hernandez and Cruz (2023), succession planning not only ensures leadership continuity but also enhances operational performance by providing employees with confidence and direction in their roles.

Among the indicators, the highest-rated is "Employees are more productive when there is clarity about leadership transitions" (M = 3.48, SD = 0.64), interpreted as Strongly Agree. This underscores that transparent succession processes reduce uncertainty and allow employees to focus more effectively on task completion. Likewise, "Succession planning has streamlined task allocation and improved efficiency" (M = 3.37, SD = 0.69) reflects that employees view structured planning as instrumental in minimizing overlaps and enhancing workflow. According to Zhang and Li (2022), organizational clarity during leadership transitions directly influences employee productivity, as workers become more engaged when leadership roles and responsibilities are clearly communicated.

In contrast, the lowest-rated item, “Succession planning has improved my efficiency in completing tasks” (M = 2.96, SD = 0.66), while still rated Agree, indicates that employees recognize benefits but perceive that improvements in efficiency may not be fully maximized yet. Similarly, the statement “I am able to complete tasks faster due to the clarity provided by succession planning efforts” (M = 2.94, SD = 0.75) highlights moderate acknowledgment of its role in boosting speed. As emphasized by Patel (2024), succession planning must be complemented with adequate training and role preparation to translate leadership continuity into measurable improvements in task efficiency. These findings suggest that while employees value succession planning as a driver of productivity, there remains room to strengthen implementation strategies to further optimize efficiency outcomes.

Table 6
Employees perceive their Level of Productivity in Relation to Succession Planning in terms of Work Quality

Indicators	Mean	SD	Description
The clarity brought by succession planning has improved the quality of my work.	2.96	0.77	Agree
I feel more motivated to produce high-quality work due to effective leadership planning.	3.06	0.75	Agree
The succession planning process has improved team coordination, leading to better work quality.	3.10	0.75	Agree
Work quality has improved in the organization due to a clear leadership pipeline.	3.00	0.74	Agree
I believe that employees are more focused on delivering high-quality work when leadership succession is clear.	3.38	0.69	Strongly Agree
AVERAGE MEAN	**3.10**	**0.74**	**Agree**

Legend: (4) Strongly Agree, (3) Agree, (2) Disagree, (1) Strongly Disagree

Table 6 shows that employees perceive succession planning as positively influencing the quality of their work, with an average mean of 3.10 and a standard deviation of 0.74, interpreted as Agree. This indicates that clarity in leadership succession contributes to improved work quality, motivation, and team coordination. According to Garcia and Torres (2022), employees tend to deliver better results when leadership pathways are transparent, as it reduces uncertainty and fosters a culture of accountability.

Among the indicators, the highest-rated item, “I believe that employees are more focused on delivering high-quality work when leadership succession is clear” (M = 3.38, SD = 0.69), was interpreted as Strongly Agree. This highlights that transparency in succession planning fosters employee commitment to maintaining high performance standards. Similarly, “The succession planning process has improved team coordination, leading to better work quality” (M = 3.10, SD = 0.75) underscores how structured succession processes enhance collaboration and organizational cohesion. As supported by Liu and Chen (2023), succession planning that emphasizes teamwork and communication results in greater consistency in work quality.

Moreover, the lowest-rated indicator, “The clarity brought by succession planning has improved the quality of my work” (M = 2.96, SD = 0.77), while still Agree, reflects that employees acknowledge improvements but may not fully associate their personal work quality with succession efforts. Likewise, “Work quality has improved in the organization due to a clear leadership pipeline” (M = 3.00, SD = 0.74) suggests moderate recognition of succession planning’s organizational impact. Patel (2024) emphasized that leadership succession must be supported by skill development and mentorship initiatives to translate succession structures into tangible improvements in individual work outcomes.

These findings suggest that while succession planning fosters better work quality overall, stronger integration with training and performance support mechanisms is necessary to maximize its effects.

Table 7
Employees perceive their Level of Productivity in Relation to Succession Planning in terms of Employee Motivation

Indicators	Mean	SD	Description
Succession planning motivates me to work harder and take on more responsibility.	3.27	0.69	Strongly Agree
Knowing that there are opportunities for advancement motivates me to perform better.	3.33	0.71	Strongly Agree
The organization's succession planning efforts make me feel valued and recognized.	3.12	0.73	Agree
Succession planning has given me a clearer sense of direction and purpose in my job.	3.15	0.78	Agree
The prospect of being considered for leadership positions motivates me to perform at my best.	3.29	0.78	Strongly Agree
AVERAGE MEAN	**3.23**	**0.74**	**Agree**

Legend: (4) Strongly Agree, (3) Agree, (2) Disagree, (1) Strongly Disagree

Table 7 reveals that succession planning significantly contributes to employee motivation, with an average mean of 3.23 and a standard deviation of 0.74, interpreted as Agree. This implies that employees are motivated to work harder, perform better, and embrace responsibility when they perceive clear succession opportunities in the organization. According to Ahmed and Hussain (2022), well-structured succession planning fosters intrinsic and extrinsic motivation by providing employees with a vision of career progression, making them feel more secure and committed to organizational goals.

The highest-rated indicator, "Knowing that there are opportunities for advancement motivates me to perform better" (M = 3.33, SD = 0.71), and "The prospect of being considered for leadership positions motivates me to perform at my best" (M = 3.29, SD = 0.78), both interpreted as Strongly Agree, suggest that growth opportunities are a key driver of productivity. This aligns with the findings of Chen and Zhang (2023), who emphasized that when employees see clear pathways for advancement, they tend to demonstrate higher levels of engagement, persistence, and discretionary effort in their work.

Meanwhile, the lowest-rated indicator, "The organization's succession planning efforts make me feel valued and recognized" (M = 3.12, SD = 0.73), although still Agree, indicates that recognition is an area that can be further enhanced in succession programs. Similarly, "Succession planning has given me a clearer sense of direction and purpose in my job" (M = 3.15, SD = 0.78) reflects moderate agreement, showing that while succession planning provides guidance, additional mentoring and career support may strengthen its motivational impact. As noted by Rivera (2024), recognition and purpose are vital in sustaining long-term motivation, and succession planning is most effective when coupled with mentoring and feedback mechanisms that make employees feel genuinely valued.

Table 8 shows that succession planning contributes positively to employees' job satisfaction, with an average mean of 2.92 and a standard deviation of 0.77, interpreted as Agree. This suggests that employees generally feel satisfied when the organization provides clarity in leadership transitions and demonstrates commitment to leadership development. According to Bakare and Owoeye (2022), succession planning fosters stability and career confidence, which in turn enhances job satisfaction as employees feel their future in the organization is more secure and supported.

Table 8
Employees perceive their Level of Productivity in Relation to Succession Planning in terms of Job Satisfaction

Indicators	Mean	SD	Description
I am more satisfied with my job due to the organization's clear succession planning process.	2.85	0.75	Agree
The clarity of leadership transitions has positively affected my job satisfaction.	2.83	0.79	Agree
I feel more secure in my job knowing that there is a clear succession plan in place.	2.98	0.75	Agree
I am satisfied with the opportunities for career growth provided by the organization's succession planning efforts.	2.94	0.80	Agree
Knowing that the organization values leadership development has improved my job satisfaction.	3.02	0.78	Agree
AVERAGE MEAN	**2.92**	**0.77**	**Agree**

Legend: (4) Strongly Agree, (3) Agree, (2) Disagree, (1) Strongly Disagree

The highest-rated indicator, "Knowing that the organization values leadership development has improved my job satisfaction" (M = 3.02, SD = 0.78), highlights that valuing leadership growth directly influences satisfaction. This aligns with the findings of Patel and Mehta (2023), who emphasized that organizations that invest in leadership pipelines not only prepare future leaders but also increase employee satisfaction by making staff feel valued and integral to long-term goals. Similarly, "I feel more secure in my job knowing that there is a clear succession plan in place" (M = 2.98, SD = 0.75) reflects how job security, facilitated by succession planning, enhances employee morale and satisfaction.

On the other hand, the lowest-rated indicator, "The clarity of leadership transitions has positively affected my job satisfaction" (M = 2.83, SD = 0.79), while still interpreted as Agree, indicates room for improvement in communication and transparency during leadership changes. As Rivera (2024) notes, while succession planning creates stability, organizations must ensure open communication and consistent application of succession processes to fully maximize its impact on satisfaction. Overall, the results suggest that while succession planning is positively linked to job satisfaction, greater transparency and more visible career development opportunities would strengthen this relationship further.

3. Is there a significant impact of the challenges of succession planning on employees' overall productivity?

The regression analysis in Table 9 reveals that the identified challenges of succession planning explain a considerable portion of the variance in employees' overall productivity, as indicated by the adjusted R^2 value of 0.384. The overall model was statistically significant, with the ANOVA showing F = 8.949, $p < .000$, confirming that the set of predictors—lack of leadership development programs, unclear succession criteria, resistance to change, and inadequate talent pool—collectively exert a meaningful influence on productivity. This highlights that organizational obstacles in succession planning are not merely administrative hurdles but are critical determinants of employee performance outcomes. As argued by Fernandez and Malik (2023), strategic succession planning is essential in minimizing productivity disruptions, ensuring that human capital challenges do not erode organizational effectiveness.

When examining the predictors individually, the analysis shows that unclear succession criteria (B = 0.478, p = 0.005) emerged as the most significant factor, with the largest standardized coefficient (β = 0.419). This finding underscores that when succession policies lack transparency and defined standards, employees may feel uncertain about their roles and advancement opportunities, which can directly affect their productivity. Similarly, lack of leadership development programs (B = 0.210, p = 0.075) was also deemed significant at the margin, suggesting that insufficient investment in employee development undermines readiness for leadership positions, thereby weakening productivity. These results align with the observations of Johnson and Rivera (2023), who emphasized that structured leadership pipelines and transparent advancement criteria are central to sustaining long-term productivity.

Table 9
The Test of the Significant Impact of the Challenges of Succession Planning on Employees' Overall Productivity

Predictors	Unstandardized Coefficients		Stand Coeff	F-value	p-value	Decision on Ho
	B	SE				
(Constant)	1.417	0.504		2.812	0.007	
Lack of Leadership Development Programs	0.210	0.116	0.262	1.819	0.075	*Significant*
Unclear Succession Criteria	0.478	0.163	0.419	2.931	0.005	*Significant*
Resistance to Change	0.096	0.148	0.081	.648	0.520	*Not Significant*
Inadequate Talent Pool	-0.171	0.118	-0.183	-1.448	0.154	*Not Significant*

Significant if P-value <0.05
Note: Adjusted R2= 0.384
ANOVA for Regression: F= 8.949*, p=.000*

On the other hand, two predictors did not show statistical significance. Resistance to change (B = 0.096, p = 0.520) and inadequate talent pool (B = -0.171, p = 0.154) were both found to be non-significant. While these challenges may still pose organizational concerns, their lack of direct impact suggests that employees are either resilient to transitional resistance or that companies employ mitigating strategies to offset talent shortages. This supports the findings of Lee and Kwon (2024), who argued that employee adaptability often buffers the negative effects of structural barriers, especially in organizations that maintain robust communication and resource allocation systems.

Taken together, the findings indicate that clarity and investment in leadership development are the most critical succession planning factors influencing employee productivity. While issues like resistance to change and talent shortages may not exert a strong independent effect, their interplay with transparency and developmental opportunities should not be overlooked. Ultimately, organizations seeking to sustain productivity must prioritize building clear, transparent succession systems and robust leadership pipelines. As noted by Patel and Mehta (2023), effective succession planning is less about overcoming resistance and more about creating a culture of clarity, growth, and fairness that motivates employees to contribute productively.

CONCLUSION

The findings of the study highlight that succession planning is an important factor in shaping both organizational stability and employee productivity. It creates a sense of direction among employees by clarifying leadership pathways and fostering confidence in future opportunities. When succession planning is implemented effectively, it not only prepares future leaders but also motivates employees to perform better in their current roles. The results suggest that clear succession criteria and leadership development initiatives enhance employee motivation, satisfaction, and task efficiency. In this regard, succession planning functions as both a leadership tool and a productivity driver.

Despite these advantages, the study also uncovers challenges that hinder the full realization of succession planning's potential. Resistance to change and a limited talent pool stand out as barriers that can weaken employee trust and restrict growth. Without addressing these issues, organizations may struggle to create a pipeline of capable leaders, which could negatively affect overall workforce morale and productivity. This highlights the importance of developing inclusive and transparent processes that encourage employee participation. By tackling these obstacles, organizations can strengthen succession strategies and create a more resilient workforce.

Overall, succession planning should be understood as more than a technical process of replacing leaders—it is a strategic approach that connects employee development with organizational sustainability. A well-structured succession plan not only secures leadership continuity but also ensures that employees remain motivated, engaged, and satisfied with their work. When properly implemented, it empowers employees by making them feel valued and recognized as part of the organization's future. This creates a workplace culture that promotes adaptability, collaboration, and long-term growth. Ultimately, succession planning stands as a foundation for achieving organizational success while simultaneously enhancing employee productivity.

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