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Succession Planning and Organizational Performance in Delta Broadcasting Service, Asaba, Delta State

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ABSTRACT

Succession planning is a strategic human resource management practice that helps organizations prepare employees for critical roles, preserve organizational knowledge and maintain leadership continuity. This study examined two relationships in Delta Broadcasting Service (DBS), Asaba, Delta State: the relationship between talent identification and development and leadership continuity, and the relationship between communication and transparency and employee morale and engagement. A descriptive survey design was adopted, and data were analysed using Pearson product–moment correlation and simple linear regression. The reported analysis comprised 168 responses. Talent identification and development had a positive, statistically significant relationship with leadership continuity ($r = .559$, $p < .001$). The regression model was significant, $F(1, 166) = 75.356$, $p < .001$, and explained 31.2% of the variance in leadership continuity ($R^2 = .312$). Communication and transparency also had a positive, statistically significant relationship with employee morale and engagement ($r = .584$, $p < .001$). Its regression model was significant, $F(1, 166) = 85.999$, $p < .001$, explaining 34.1% of the variance in employee morale and engagement ($R^2 = .341$). The findings suggest that systematic talent development and transparent communication are associated with stronger leadership continuity and more positive employee outcomes at DBS. recommends formal talent-development pathways, mentoring and clear communication of succession criteria and career opportunities. The population and sample-distribution figures should be finalised only after reconciliation with the original sampling records.

KEYWORDS: succession planning; talent identification and development; leadership continuity; communication and transparency; employee morale and engagement.

How to Cite

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Introduction

Human capital remains the most valuable asset of any organization because the knowledge, skills, experience and competencies of employees determine, to a large extent, the organization's capacity to achieve its goals (Legese, Zhou, Tiruneh, & Ying, 2026). Unlike physical and financial resources, human capital possess the ability to think, innovate, make decisions, solve problems and provide leadership. Consequently, organizations that are able to attract, develop, retain and effectively deploy competent employees are better positioned to maintain continuity and achieve sustainable performance. This makes human resource management an important strategic function, particularly in organizations where specialized knowledge and leadership experience are essential to effective operations.

Umeanwe (2026) argued that leadership continuity is an important component of organizational stability and performance. Organizations are constantly exposed to changes arising from retirement, resignation, promotion, transfer, illness, death and other forms of employee movement. When experienced employees, particularly those occupying critical positions, leave without adequately prepared replacements, organizations may experience disruption in operations, loss of institutional knowledge, and decline in employee confidence and difficulty in maintaining established policies and strategic direction. In the science of succession management, the focus is not merely to replace employees when vacancies occur, but to ensure that competent individuals are identified and adequately prepared before such vacancies arise.

Succession planning provides a systematic response to this challenge. To state correctly, succession planning is a deliberate and continuous process through which organizations identify critical positions, assess employees with the potential to occupy such positions, and provide the training, mentoring, coaching and developmental opportunities required for future responsibilities (Horne, 2026). Effective succession planning therefore goes beyond replacing departing employees. It involves building a sustainable leadership pipeline and ensuring that an organization possesses the human capacity required to maintain its operations and strategic direction over time. Anos (2025) submitted that through talent identification and development, leadership development, career development, mentoring, communication and transparency, organizations can improve their readiness for leadership transition and reduce the disruption associated with the departure of key personnel.

Globally, succession planning has increasingly become an important element of strategic human resource management. Organizations operate in environments characterised by technological changes, demographic shifts, increasing competition and changing employee expectations. These developments have made it necessary for organizations to deliberately prepare employees for future responsibilities rather than relying exclusively on external recruitment when vacancies arise. Effective succession planning can support organizational performance by providing insight that can help the organization strengthen its internal resources, prevent leadership vacuums and preserve institutional knowledge**,** promoting and equipping employees with the motivation require to match industry 3.0 (Ali, Rikwen, Chineze, & Gajere, 2026). It can also provide employees with clearer career paths and opportunities for professional growth, thereby strengthening their commitment and engagement with the organization.

The importance of succession planning is equally relevant in Africa, where many organizations continue to contend with challenges relating to human capital development, leadership transitions and institutional continuity. Organizations in both the private and public sectors did require competent personnel to assuming leadership positions as successors if current employees depart for other role or exit the organization (Samuel, & Isa, 2024). Where formal mechanisms for identifying and developing future leaders are weak, organizations may become dependent on ad hoc appointments and external recruitment. Such approaches may result in the loss of institutional knowledge and may create uncertainty among employees regarding career progression and leadership opportunities. A structured succession-planning system can therefore contribute to the development of a competent workforce and strengthen organizational resilience (Willie, 2026).

In Nigeria, the need for effective succession planning is particularly important because organizations operate within a dynamic environment characterised by changes in leadership, workforce mobility, retirement, transfers and evolving organizational demands. Public sector organizations, in particular, require continuity because their responsibilities extend beyond individual office holders. Government institutions and public enterprises are expected to preserve organizational value system, maintain service delivery and continue implementing organizational policies and culture through personnel and leadership maintenances. Where succession is not systematically managed, changes in key personnel may create gaps in organizational knowledge, weaken organizational effectiveness, and ultimately jeopardize organizational culture.

Broadcasting organizations provide a particularly important structure for examining the potentials of succession planning. This is because the industry showcased a combination of professional, technical, managerial and administrative talents. The effective operation of a broadcasting organization depends on the continuous availability of experienced personnel who understand programming, news production,

engineering, administration, finance, management and other specialized functions. These various fields have the potentials to lead an organization within the broadcasting industry. Therefore, the departure of experienced hands amongst those fields without adequate preparation of successors may therefore affect organizational knowledge, programme quality, operational efficiency, service delivery, and ultimately, organizational culture. Succession planning can help broadcasting organizations develop a pool of competent personnel capable of assuming critical responsibilities and maintaining operational continuity.

Within this context, Delta Broadcasting Service (DBS), Asaba, provides an appropriate setting for examining the relationship between succession planning and organizational performance. As a public broadcasting organization in Delta State, DBS relies on employees with diverse professional, technical, administrative and managerial competencies to fulfil its institutional responsibilities. The continuity and effectiveness of its operations therefore depend not only on the availability of personnel but also on the organization's ability to identify, develop and prepare employees for future responsibilities. According to Enyinnaya and Oyedeji (2026), systematic succession-planning framework can help guarantee leadership continuity, employee engagement, and ensure. Staff retention whereas, failure could would to disruption in the flow of institutional knowledge.

The broad objective of this study was to examine selected succession-planning practices and employee outcomes in Delta Broadcasting Service, Asaba, Delta State. Specifically, examined the relationship between talent identification and development and leadership continuity in DBS; and to examine the relationship between communication and transparency and employee morale and engagement in DBS. Tentatively, there is no significant relationship between talent identification and development and leadership continuity in DBS and that there is no significant relationship between communication and transparency and employee morale and engagement in DBS.

Statement of the Problem

Organizations require competent employees who can assume critical positions when vacancies occur. However, the existence of employees within an organization does not automatically guarantee leadership continuity. Where organizations lack systematic mechanisms for identifying, developing and preparing potential successors, vacancies in critical positions may result in loss of organizational knowledge base, disruption of operations, reduced employee morale and weakened organizational performance.

In many public-sector organizations, appointments to critical positions may also be influenced by administrative considerations rather than clearly established succession and competency frameworks. This can make it difficult to develop a calculated strategic leadership framework and may affect employee motivation and confidence in career progression.

DBS relies on employees with specialized broadcasting, technical, administrative and managerial competencies. Maintaining effective service delivery therefore requires attention to both the preparation of employees for future responsibilities and the communication of relevant organizational processes. Despite the practical importance of these issues, empirical evidence on the relationships between talent identification and development, leadership continuity, communication and transparency, and employee morale and engagement within DBS is limited. This study addresses that gap by examining the two specified relationships.

Review of Related Literature

For an accurate guard to the understanding of this study, figure 1 “conceptual framework” illustrates the critical association between succession planning and organizational performance in Delta Broadcasting Service (DBS), Asaba, Delta State. Succession planning, the independent variable, is proxy through talent identification and development, and communication and transparency. Organizational performance, the dependent variable on the other hand, is proxy through leadership continuity and employee morale and engagement. The framework proposes that effective talent development and transparent communication practices enhance leadership stability, preserve institutional knowledge, improve employee motivation, and strengthen organizational commitment. It therefore provides the basis for formulating the study’s hypotheses and examining the relationships among the variables.

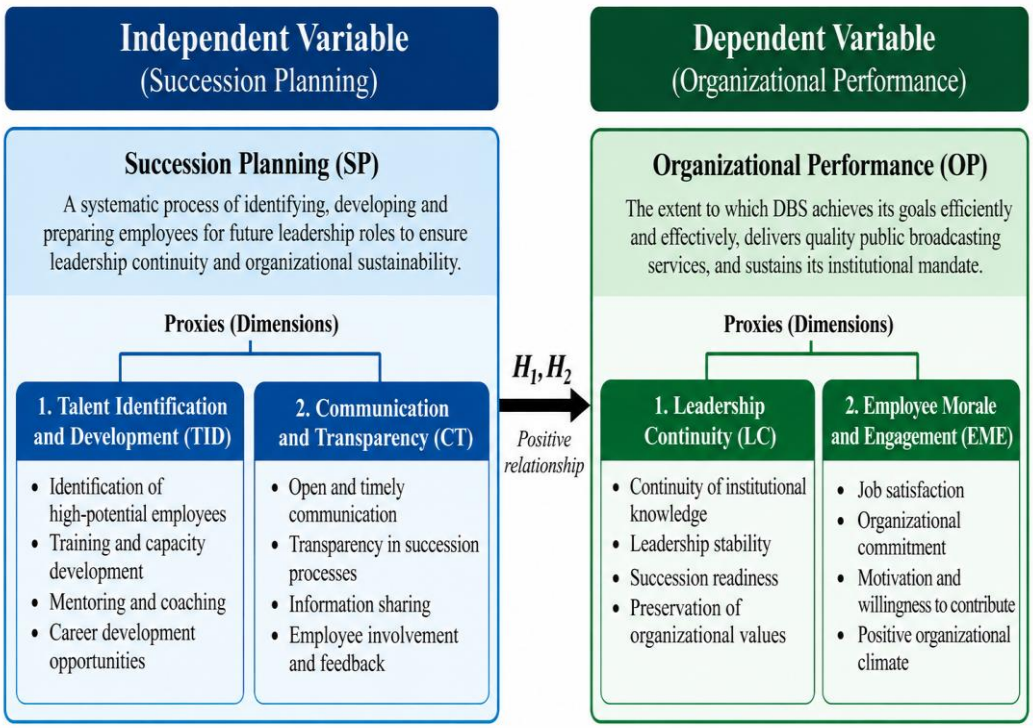


Figure 1: Conceptual Framework of the Study

Source: Author's Conceptualisation (2026)

Concept of Succession Planning

Succession Planning, also known as successor planning, is a process of identifying the critical positions within organization and developing action plans for individual to assume those positions (Rothwell, 2026). Effective successor planning involves having a long-term vision of your company and may involve lateral moves, assignments to special projects, leadership within teams, and internal or external development opportunities (lucid software Inc., 2024). Having a successor planning is crucial in maintaining the organization's standards and ensuring high level of performance (Indeed, 2023). It is a crucial exercise for organizations as it helps them identify and groom potential leaders who can effectively drive the organization's goals and objectives in future. The process involves identifying critical roles and competencies required for future leadership positions. It is a step-by-step comprehensive guide to developing a strong talent pipeline. Unlocking the blueprint for talent success and build a future-ready workforce (Vaid, 2023). It provides organizations with several benefits and ensures smooth transition of leadership, minimizes disruptions during leadership changes, and maintains stability within the organization (Bhattacharya, 2023). This proactive approach to leadership development also helps organizations adapt to changing market conditions, ensure business agility, and make informed decisions just in real time. Its roles in enhancing organizational performance stems from critical concern at identifying talent in organizations and developing them far ahead of time to ensuring leadership continuity for effective communication and transparency that would sustain employee morale and engagement towards sustainable development. These critical roles defined the variables for this research.

Talent identification and Development

Talent identification has become critical aspects of organizational success in the modern workplace. With increasing competition and evolving business landscapes, professional development has shifted from a pleasant perk to an essential requirement. It attracts high achievers looking to reach their potential and ensures current employees feel useful, supported and valued (Kyaw, 2026). Singh, Crowther, and Ravesangar (2024), submitted that today's companies have come to term with the fact that investing in

employee development allows them mold their future leadership to their specific needs and values. One of such strategies is talent identification and development. To make this concept work, certain strategic steps are sacrosanct. They have the potency to derive growth, innovation, and sustainable success when effectively utilized. These steps include:

1. Implementing a Proactive Talent Identification Process:

To identify and nurture talent effectively, organizations must adopt a proactive approach. Rather than waiting for talents to present themselves, companies can implement talent identification processes such as:

Performance Assessments: A performance assessment involves applying and showing skills and knowledge through various performance tasks (Education W., (2019). It provides valuable insights into employee capabilities and potential. This process helps identify high-performing individuals who can be groomed for future leadership roles.

Talent Identification Programs: Establishing specialized programs that focus on identifying and nurturing talent within the organization can provide a structured approach. Such programs can include assessments, leadership simulations, and feedback sessions to identify individuals with unique skills and leadership potential.

Employee Surveys: Creating employee survey is not merely about sending out a bunch of questions and expecting meaningful responses. A well-designed employee survey is a strategic instrument that uncovers valuable insights, fosters open communication, and empowers your workforce (Kallash, 2023). It uncovers hidden talents and strengths among the workforce. These surveys allow employees to self-identify their skills, interests, and aspirations, providing valuable information for talent development initiatives.

2. Tailoring Individual Development Plans

Once talent is identified, organizations must design customized development plans to nurture their growth and maximize their potential. An individual development plan is a customized agreement between an employee and their employer that details new skills to be acquired or learned (Kallash, 2023). This involves:

Offering Training Opportunities: Modern organizations should invest in continuous learning and development programs, ensuring employees have access to training sessions, workshops, online courses, and conferences. Offering training opportunities shows your employees that you are invested in your workforce and that's an important message that your team will hear loud and clear (Herrity, 2023). This not only enhances employee skills but also showcases the company's commitment to employee growth.

Providing Mentorship and Coaching: Pairing high-potential employees with experienced mentor or coach, organization can cultivate a mentorship culture and augment each individual capability (Harrison, 2023). Mentors provide guidance, feedback, and support throughout an individual's career journey, fostering personal and professional growth.

Job Rotation and Stretch Assignments: A job rotation assignment is a career development strategy that can be defined as the temporary assignment of an employee to a different job, usually laterally, in another role in the same organization, for an agreed-upon period of time (Azulay, 2024). They proactively provide and effectively manage the future (and career expectations) of high-potential employees (Janis Strathearn, 2024) to take on new challenges and responsibilities and provide exposure to different areas within the organization, broadening their skillsets and expanding their perspectives.

3. Embracing Technology for Talent Identification and Development:

The digital era has brought forth an array of tools and technologies that can enhance talent identification and development practices. Here are some modern approaches to consider:

Data Analytics and Artificial Intelligence (AI): Leveraging data analytics and AI algorithms can help organizations identify patterns and trends related to talent. Data analytics has become a game-changer in talent acquisition, revolutionizing how organizations identify, attract, and retain top talent.

Virtual Learning Platforms: Virtual learning platforms enable personalization and personalization is a game-changer in employee training, enabling organizations to tailor learning experiences to meet the unique needs and preferences of each employee (Lambda, 2023).

Gamification: Gamification is an informal umbrella term for the use of video game elements in non-gaming systems to improve user experience (UX) and user engagement (Deterding et el., 2011). By incorporating elements such as challenges, leaderboards, and rewards, companies can promote talent development in a fun and interactive way.

Communication and transparency

Open and transparent communication is essential for successful succession planning (Prudence, 2023). It is as crucial as every other segment in strategic human resource management. They consider factors like the extent to which succession plans are communicated to employees, how transparent the decision-making process is, and the level of employee involvement and engagement in succession planning initiatives. They help foster trust and build strong relationships with stakeholders during the succession planning processes.

Communication Strategies for Succession Planning: Succession planning is a vital process for any organization, but especially for small businesses that depend on the skills, knowledge, and relationships of their leaders (Kenton, 2022). How to communicate succession planning to employees and stakeholders require skills and tact to ensure that the outcome is not counterproductive. Kenton (2022), listed steps for achieving ensuring effective communication to include; identify your goals and audience, communicate early and often, highlight the benefits and opportunities, address the challenges and concern, and Showcase your successors and mentors.

Moreover, transparent succession plans reinforce company's message to employees that their skills and experience are valued. They create the trust and buy-in needed to help the company retain top performers and reduce turnover and recruitment costs. Having an open dialogue about development opportunities and career paths also ensures that leaders aren't unknowingly forcing top performers down paths they don't want to go (LaMarche, SPHR and Ruyle, 2015). The best succession plans fuel proactive development of leaders and create a distinct competitive advantage for their companies, according to a 2012 Aon Hewitt study. They are as transparent as possible and encourage clarity and integrity, while minimizing politics. These components create a culture and atmosphere of trust and ongoing growth and development (Marie LaMarche, SPHR and Kim E. Ruyle, 2015).

Concept of Organizational Performance

Organization performance refers to the degree to which the organization, with some information, financial, and human resources, positions itself effectively on the business market (Eleonora, 2020). It involves assessing financial outcomes, customer satisfaction, innovation, and employee performance. Key factors include leadership, resource allocation, and adaptability to market changes. Organizational performance is crucial for long-term success and competitiveness (Kaplan & Norton, 2001). High-performing organizations often use strategic management and balanced scorecards to monitor progress and align operations with their vision (Porter, 1985). Effective performance management improves decision-making, driving better business outcomes (Armstrong & Baron, 2005). Organizational performance is closely linked to leadership continuity, employee morale, and engagement. Employee engagement and job satisfaction have positive significant relationships with organizational performance (Oyebanji et al, 2024). Leadership continuity ensures stability, vision, and strategic consistency within an organization. When leaders remain in place for a sustained period, they are able to establish a clear direction, build strong relationships with employees, and maintain the momentum of organizational objectives. This stability fosters an environment of trust, clarity, and long-term planning, which is crucial for achieving consistent performance outcomes. On the other hand, employee morale and engagement play critical roles in driving productivity and innovation. Leaders of U.S. corporations who incorporate strategic employee engagement behaviours may experience higher employee productivity (Osborne & Hammoud, 2017).

Leadership Continuity

Leadership continuity refers to an organization's ability to maintain effective leadership, protect organizational knowledge, safeguard the culture, and sustain strategic direction despite the retirement, resignation, promotion, transfer or unexpected departure of key leaders (Hairston, 2026) and (Anos, 2025). It is therefore concerned not merely with replacing a retiring or exiting leader but with ensuring that leadership capacity, organizational culture and values as well as strategic priorities are sustained over time. Modern succession planning has grown more complex now evaluating results for theory, practice, and future studies as a strategic component of organizational capability rather than a simple replacement exercise (Sachdeva & Sharma, 2026). There are several benefits of leadership continuity. For instance, it enables experienced leader to transmit valuable knowledge about organizational processes, stakeholders, culture, policies and previous decisions; thereby ensuring that important organizational knowledge remains within the organization even when individual leaders exited (Hairston, 2026).

Again, leadership continuity demonstrates succession readiness when it has qualified employees who can assume critical leadership positions when required. Rather than waiting until a vacancy occurs, succession planning identifies potential successors and systematically develops their competencies and leadership capabilities. Nurinaya and Marhumi (2025), crowned it all when they stated that contemporary succession planners have developed strategy to continually assesse, develop, and mentor talents for readiness to take up vacancy when they exist. To ensure vacuum, leadership continuity has also become essential in organization. Sudden leadership vacancies can interrupt decision-making, delay projects, weaken employee confidence and affect organizational performance. A well-developed succession plan provides a prepared replacement or transition arrangement, thereby reducing the uncertainty associated with leadership changes.

Furthermore, leadership stability is another benefit of leadership continuity because it creates confidence among employees and other stakeholders. Stable leadership provides direction, reinforces accountability and enables employees to understand organizational expectations thus equipping organizations to thrive in ever-evolving business environments through culture preservation (Jerab & Mabrouk, 2023). This is because successors who are deliberately developed within the organization are more likely to understand its culture, traditions, ethical values, and institutional identity (Ajimisogbe, 2020).

Employee Morale and Engagement

Employee morale and engagement is the key indicator of a healthy and striving workplace, where employees feel valued, involved, and connected to their roles and the organization at large (Ryba, 2023). It measures the impact of succession planning on employee morale and engagement. When employees are engaged, discretionary effort goes up. Employees want to go beyond the basic requirements of their job (Ryba, 2023). It considers factors such as the perception of fairness and transparency in the succession process, the extent to which employees feel valued and supported in their career development, and the level of trust and confidence in the organization's ability to cultivate and develop talent. When employees see that their organization invest growth and advancement, it has a positive impact on morale and engagement (Blais, 2023). Effective succession planning that creates clear career path and opportunity for serious minded employees to rise through the ranks within organization can motivate employees to perform at their best, ultimately contributing to company's long-term success (Blais, 2023).

It is crucial to understand the difference between employee morale and engagement. Employee morale refers to the overall attitude, satisfaction, and motivation levels of employees within an organization. Morale can be influenced by various factors such as job security, work-life balance, compensation, recognition, and opportunities for growth and development. On the other hand, employee engagement refers to the emotional commitment and involvement employees have towards their work and the organization. Engaged employees are willing to go above and beyond their job description, are passionate about their work, and have a strong sense of purpose and belonging.

Several studies have highlighted the significance of employee morale and engagement. A report by Gallup found that highly engaged teams are 21% more productive and have a 59% lower turnover rate compared to disengaged teams (Gallup, 2020). Another study conducted by Dale Carnegie Training showed that companies with engaged employees outperform those without by 202% (Dale Carnegie Training, 2019). These statistics clearly demonstrate the strong correlation between employee morale, engagement, and organizational success. To improve employee morale and engagement, organizations can implement various strategies and interventions. One effective approach is to prioritize employee well-being. Providing a positive work environment, promoting work-life balance, and offering competitive compensation and benefits can significantly boost morale and engagement. For example, Google is well-known for its employee-friendly policies, including flexible work hours, on-site gyms, and generous parental leave, which contribute to high levels of employee satisfaction and engagement (Google, 2021).

Recognition and rewards programs are also effective tools for enhancing employee morale and engagement. A study by the Society for Human Resource Management showed that 87% of companies with recognition programs reported improved employee satisfaction and engagement (SHRM, 2021). Implementing these programs can range from simple initiatives like monthly or quarterly awards for outstanding performance to more comprehensive programs that provide regular feedback and recognition for achievements.

Moreover, opportunities for growth and development are vital for employee morale and engagement. Providing learning and development programs, career advancement opportunities, and mentoring or

coaching support can create a sense of purpose and investment in employees' professional growth. For instance, tech companies like Microsoft and Salesforce invest heavily in employee training and development programs, which contribute to high levels of employee engagement and retention (Microsoft, 2021; Salesforce, 2021).

Theoretical Review

Human Capital Theory

The theoretical view upon which this research is based is the Human Capital Theory, as propounded by Becker in 1964. It provides a strong theoretical foundation for examining the relationship between succession planning and organizational performance. The theory views employees' knowledge, skills, competencies, experience and capabilities as valuable forms of organizational assets. Investment in these human capitalis therefore aimed at improving individual effectiveness and, ultimately, organizational performance. In the context of succession planning, organizations carry out calculated investment in employees through training, mentoring, coaching, job rotation, leadership development and career development to prepare them for future leadership responsibilities. These practices enhance employees' competencies and create a reservoir of qualified internal human resource capable of assuming critical positions when vacancies arise. Consequently, succession planning can reduce the loss of organizational knowledge and minimize vacuum associated with leadership transitions.

Human Capital Theory argued that organizations that continuously develop their employees are better positioned to achieve sustained competitive advantage because their employees possesses the needed technicalities that support real-time decision-making, innovation and strategic implementation making succession planning not only a replacement mechanism but a long-term investment in organizational capability. The theory is therefore relevant to this study because it explains how systematic investment in employee development through succession planning can strengthen leadership capacity and contribute to improved organizational performance, particularly within the broadcasting industry.

Empirical Reviews

Several research findings have shown that succession planning contributes positively to organizational performance by ensuring the availability of competent employees to occupy critical positions and by reducing disruption associated with leadership transitions.

For instance, Sholesi, Adewale, and Adeniyi (2022) examined succession planning and organizational performance at Perfetti Ban Mettelle Nigeria Limited, Agbara, Ogun State. Using a descriptive survey design, the researchers sampled 135 employees, of whom 91 valid responses were analysed using ordinary least squares regression. examined mentoring, employee development and talent retention as dimensions of succession planning. The findings showed that the succession-planning dimensions positively influenced organizational performance. The authors therefore recommended stronger retention and employee-development mechanisms to sustain organizational effectiveness.

Similarly, Ordua, Nyone, and Ogede (2024) investigated succession-planning strategies and organizational performance among commercial banks in Port Harcourt. covered 24 commercial banks and obtained 89 usable responses from top-level managers. Using Spearman rank-order correlation, found a strong positive relationship between leadership-potential identification, talent development and organizational performance, particularly financial performance and market share. demonstrates the importance of developing an internal leadership pipeline for organizational performance.

Ali and Mehreen (2019) empirically investigated whether succession planning could predict employee performance among commercial-bank employees in Pakistan. Using 239 respondents and structural equation modelling, found that succession planning had direct and indirect effects on employee engagement and employee performance. consequently recommended proactive succession systems as a means of improving employee and organizational outcomes.

Jiang and Shen (2020) examined the relationship between authentic leadership, transparent organizational communication and employee engagement using survey data from 727 employees. found that perceived transparent communication and employee engagement were important mechanisms connecting leadership

behaviour with employee outcomes. The findings indicate that employees are more likely to respond positively when organizational communication is perceived as open and authentic.

Gaps in the Literature

The reviewed studies generally support the argument that succession planning, talent development and transparent communication contribute to organizational effectiveness and employee performances. However, previous studies as shown above have concentrated largely on banking, manufacturing, education, healthcare and private enterprises. There is a noticeable gap in empirical studies that integrate these variables within the broadcasting industry in Nigeria. This study seeks to fill that gap by examining how succession planning, particularly through talent development and communication/transparency**,** influences organizational performance, leadership continuity and employee engagement.

Methodology

adopted a descriptive survey research design. population comprised all 168 employees of Delta Broadcasting Service (DBS), Asaba, Delta State, across the senior and junior cadres and the major functional departments. Because the population was manageable, adopted a census approach (total population enumeration), whereby all members of the population were included in the survey. Consequently, no sample-size determination formula was required. A structured questionnaire was administered to all 168 employees to collect data on talent identification and development, leadership continuity, communication and transparency, and employee morale and engagement. The researcher followed up with respondents to clarify any difficulties encountered in interpreting the questionnaire items and encouraged the timely return of completed copies. All 168 questionnaires were returned and found suitable for analysis, representing a 100% response rate. The hypotheses were tested using Pearson product–moment correlation and simple linear regression, with statistical significance assessed at the 0.05 level.

S/N	Department	Managerial Cadre	Non-Managerial Cadre	Total
1	Administration	34	15	49
2	Marketing	11	4	15
3	Programme	36	9	45
4	Engineering	18	6	24
5	News and Current Affairs	25	10	35
Total		**124**	**44**	**168**

Testing of Hypotheses

Resulting Pearson correlations

Table 1. Pearson correlation results

Relationship	N	Pearson r	p-value	Decision
Talent identification and development versus leadership continuity	168	.559	< .001	Reject $H0_1$
Communication and transparency versus employee morale and engagement	168	.584	< .001	Reject $H0_2$

Regression results

Table 2. Simple linear regression results

Dependent variable	Predictor	R	R^2	Adjusted R^2	F (1,166)	B (unstandardized)	t
Leadership continuity	Talent identification and development	.559	.312	.308	75.356	.672	8.681
Employee morale and engagement	Communication and transparency	.584	.341	.337	85.999	.608	9.274

Research findings

In the first test of hypothesis, the Pearson Product-Moment Correlation analysis produced a correlation coefficient of r **=** 0.559, with a significance level of $p < 0.001$ and N = 168. This indicates a moderately strong positive and statistically significant relationship between talent identification and development and leadership continuity. The regression analysis further showed an R = 0.559 and $R^2 = 0.312$, indicating that talent identification and development accounts for approximately 31.2% of the variation in leadership continuity. The regression model was statistically significant ($F = 75.356$, $p < 0.001$). The regression coefficient was also significant ($B = 0.672$, $t = 8.681$, $p < 0.001$). in the second test of hypothesis, the Pearson correlation analysis revealed a positive and statistically significant relationship, with $r = 0.584$, $p < 0.001$, N = 168. This indicates a moderately strong positive association between communication and transparency and employee morale and engagement. The regression analysis produced R = 0.584 and $R^2 = 0.341$, showing that communication and transparency explain approximately 34.1% of the variation in employee morale and engagement. The regression model was statistically significant ($F = 85.999$, $p < 0.001$). The regression coefficient was also significant ($B = 0.608$, $t = 9.274$, $p < 0.001$).

Theoretical Contributions

This study contributes to the overall discussions on succession planning literature by providing evidential support for Human Capital Theory as a useful explanation of how organizations achieve leadership continuity and employee engagement. The findings indicate that identifying and developing employees with leadership potential strengthens the availability of qualified personnel for future leadership positions. This supports findings is in agreement with Ordua, Nyone, and Ogede (2024), that employees' knowledge, skills, competencies and experience constitute valuable organizational resources that can be developed to improve organizational outcomes.

also extends the application of Human Capital Theory by demonstrating that communication and transparency are important mechanisms through which succession planning can influence employee morale and engagement. The finding also support the view of Jiang and Shen (2023), that employee are more likely to respond positively when organizational communication is perceived as open and authentic.

Conclusion

concludes that effective succession planning is important for improving organizational performance in the broadcasting industry. Specifically, talent identification and development have a significant positive relationship with leadership continuity, while communication and transparency have a significant positive relationship with employee morale and engagement. The findings indicate that organizations such as Delta Broadcasting Service can achieve greater leadership stability when they systematically identify, train, mentor and prepare employees for future responsibilities. Similarly, transparent communication of succession policies and career opportunities can strengthen employees' trust, motivation and commitment. Succession planning should therefore be integrated into the Delta Broadcasting Service strategic human resource management system rather than treated as an occasional response to leadership vacancies.

Recommendations

Based on the findings, recommends that:

1. Delta Broadcasting Service should institutionalize talent identification by regularly identifying employees with leadership potential and maintaining a succession talent pool.
2. The management of Delta Broadcasting Service should improve communication and transparency by clearly explaining succession criteria, career development opportunities and leadership-selection processes to employees.

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