

**BINDURA UNIVERSITY OF SCIENCE EDUCATION
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**INVESTIGATING THE ROLE OF ORGANISATIONAL CULTURE ON THE
EFFECTIVENESS OF SUCCESSION PLANNING IN STATE OWNED
ENTERPRISES: A CASE STUDY OF TELONE PRIVATE LIMITED**

BY

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QUALIFICATION**

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DECLARATION

I, **Cainos Tamanikwa**, do hereby declare that this dissertation is a result of my own investigation and research, except to the extent indicated in the acknowledgments, bibliography, references, and comments included in the body of the report, and that it has not been submitted in part or in full for any other degree to any other university.

STUDENT SIGNATURE

DATE

DEDICATION

It took great commitment and time to come up with this research. I acknowledge the assistance I got from friends and colleagues. The process took a lot of my family time and I would want to thank my wife and kids for being supportive. I also acknowledge the assistance I got from Engineer Chidochangu Gumbie who was a fellow MLC student but working at TelOne Ltd. She made access a bit more easier and also helped in distribution and collection of some of the questionnaires. The direction from scholars M Muduva as well as wise guidance from the late Dr Sithole and Prof Dandira cannot go unappreciated.

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ABSTRACT

This study examined the role of organizational culture on the effectiveness of succession planning in state-owned enterprises, using TelOne Private Limited as a case study. The research aimed to understand how organizational culture influenced talent development, learning environment, and succession planning processes in the context of state-owned enterprises. A mixed-methods approach was employed, involving surveys and interviews to collect data. The surveys gathered information on organizational culture, succession planning practices, and employee perceptions, while the interviews provided qualitative insights from key stakeholders. The collected data was analysed using descriptive and inferential statistics, correlation analysis, regression tests, and multivariate regression analysis. The results revealed the then-current state of organizational culture, succession planning practices, and their interplay at TelOne Private Limited. The findings showed the elements of organizational culture that contributed to successful succession planning and highlighted the challenges faced by state-owned enterprises. The research emphasized the significance of aligning organizational culture with succession planning efforts and provided insights into best practices for enhancing succession planning effectiveness. The implications of this study contributed to the body of knowledge on organizational culture and succession planning in state-owned enterprises, suggesting practical strategies for improving talent development, organizational performance, and future research opportunities in the sector.

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CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter introduces the topic of the study, which is the role of organisational culture on the effectiveness of succession planning in state-owned enterprises. Organisational culture refers to the shared values, beliefs, and practices that shape the behaviour and identity of an organisation. It plays a crucial role in influencing employee motivation, job satisfaction, and overall organisational success. State-owned enterprises are organisations that are owned and controlled by the state or government entities. These enterprises have unique characteristics and operate in areas such as telecommunications, internet services, software development, and IT infrastructure.

1.1 Background of the study

The field of organizational culture and succession planning has witnessed significant progress over time, with researchers uncovering valuable insights and identifying areas that require further attention. Scholars have explored the concept of organizational culture, defined as a pattern of shared assumptions that shape an organization's identity and guide its members' actions (Schein, 2020; Denison, 2021). Through studies on values, norms, symbols and communication patterns, researchers have gained insights into the underlying values and beliefs that influence decision-making, employee behavior, and organizational performance.

State-owned information communication technology (ICT) enterprises, which are owned and controlled by the government, play a crucial role in the development and provision of ICT services within a country (Liu & Wang, 2018). These organizations operate in telecommunications, internet services, software development, and IT infrastructure. While state ownership offers advantages such as access to government resources and regulatory support, it also presents challenges related to agility, innovation, and responsiveness (Wang & Yang, 2019). Succession planning is a strategic process undertaken by organizations to identify, develop, and prepare individuals for key leadership positions (Rothwell, 2021). Effective succession planning is crucial for organizational success, ensuring stability, performance, and a smooth transition of leadership.

The effectiveness of succession planning in state-owned enterprises is influenced by organizational culture. Research has shown that positive cultures that promote talent development and provide a conducive learning environment enhance the effectiveness of succession planning (Suwaidi et al., 2020). In Asian countries, such as Japan and South Korea, where a strong emphasis is placed on continuous learning and skill development, succession planning strategies are designed to identify and nurture future leaders within the organization. These cultures prioritize the cultivation of talent and provide extensive training and development programs to prepare individuals for leadership roles.

In Guam, a small island territory in Oceania, the cultural values of innovation and risk-taking play a significant role in shaping succession planning approaches. Research by Ho et al. (2021) has highlighted how the culture of embracing innovation and taking calculated risks leads to proactive succession planning in state-owned enterprises. Organizations in Guam actively seek out and groom promising individuals who demonstrate a strong entrepreneurial spirit and a willingness to explore new ideas. This forward-thinking approach ensures a smooth transition of leadership and promotes organizational resilience in the face of changing circumstances.

In Panama, a culture that emphasizes seniority and experience significantly influences succession planning practices in state-owned enterprises. The cultural value placed on respect for seniority and accumulated experience leads to the promotion and development of internal candidates for leadership positions. Through mentorship programs and structured career paths, individuals with extensive tenure within the organization are identified and prepared for future leadership roles. Similarly, in Brazil, a country known for its dynamic business environment, a culture of developing internal employees takes precedence in succession planning. Suwaid and Jabeen (2021) highlight how organizations in Brazil prioritize the cultivation of talent from within to ensure continuity and stability in leadership, promoting long-term organizational success.

In Europe, different countries exhibit unique cultural traits that influence their approaches to succession planning in state-owned enterprises. In Britain, a strong emphasis is placed on accountability and transparency, which translates into effective succession planning processes. Ahmad et al. (2021) found that state-owned enterprises in Britain prioritize the identification of

high-potential individuals and focus on structured development programs to groom them for leadership positions. This commitment to transparency and accountability ensures that the selection and development of future leaders are based on merit and aligned with organizational goals. On the other hand, in Germany, a culture of knowledge transfer and experience sharing prevails. Smooth leadership transitions are facilitated by comprehensive knowledge management systems and mentoring programs that enable the transfer of expertise from outgoing leaders to their successors, ensuring continuity and preserving the organization's accumulated wisdom.

However, challenges exist in implementing effective succession planning in other countries. Political instability, governance issues, and a lack of transparency hinder succession planning in Cameroon's state-owned enterprises (Okoh and Worlu, 2021). Kenyan state-owned enterprises struggle due to the absence of well-defined processes and frameworks for succession planning (Njiru, 2022). Insufficient investment in talent development programs and leadership training hampers succession planning efforts in Ghana's telecommunications public entities (Mwangi, 2019). Limited awareness and understanding of the importance of succession planning contribute to failures in Mozambican state-owned enterprises (Chinhoi, 2022).

To contribute to this field of research, the study examined the influence of organizational culture on the effectiveness of succession planning in TelOne Private Limited, a state-owned enterprise in Zimbabwe's telecommunications sector (Maune, 2022). The study investigated the company's culture, its impact on succession planning processes, and identify areas for improvement. Understanding the relationship between organizational culture and succession planning in this context, provided valuable insights that can enhance the effectiveness and efficiency of succession planning in state-owned enterprises.

1.2 Statement of the research problem

Succession planning is crucial for state-owned enterprises like TelOne Private Limited in Zimbabwe, ensuring smooth leadership transitions and organizational stability (Smith, 2017; Johnson et al., 2019). However, the effectiveness of succession planning is influenced by factors such as organizational culture (Brown & Lee, 2018), and state-owned enterprises globally face

challenges that hinder their succession planning practices (Jones & Garcia, 2021). TelOne Private Limited experiences gaps in its approach to succession planning, including limited talent development, transparency issues, fairness concerns, and potential employee engagement problems (Maiwasha, 2022; Tapera, 2023). These challenges negatively impact the organization and stakeholders, leading to leadership gaps, reduced performance, and instability (Chen et al., 2020; Li & Wang, 2021). This study aims to investigate the role of organizational culture in shaping succession planning outcomes in TelOne Private Limited and other state-owned enterprises, seeking to identify strategies for improvement (Mukono, 2020; Mukuze, 2021). Addressing limitations in talent development, transparency, and employee engagement is crucial for effective succession planning in these organizations (Maiwasha, 2022; Tapera, 2023).

1.3 Research objectives

1.3.1 Main Objective

To investigate the influence of organisational culture on the effectiveness of succession planning in state owned enterprises.

1.3.2 Specific Objectives

1. To establish the current organisational culture at TelOne Private Limited.
2. To investigate the role of organisational culture in succession planning at TelOne Pvt Limited.
3. To determine the elements of organisational culture that contribute to the effectiveness of succession planning at TelOne Private Limited.
4. To establish the effectiveness of succession planning at TelOne Private Limited.

1.4 Research questions

1.4.1 Main research question

What is the influence of organisational culture on the effectiveness of succession planning in state-owned enterprises?

1.4.2 Specific Questions

The specific research questions of this study are:

- i. What are the prevalent values, beliefs, and norms within TelOne Private Limited's organizational culture, and how do they affect the organization's overall effectiveness?
- ii. How does the organizational culture at TelOne Private Limited influence the development, implementation, and outcomes of succession planning initiatives?
- iii. Which specific elements or cultural characteristics within TelOne Private Limited's organizational culture are most influential in facilitating successful succession planning?
- iv. What are the key indicators and measures that can be used to assess the effectiveness and outcomes of succession planning efforts at TelOne Private Limited?

1.6 Research assumptions

The study was guided by the following assumptions:

- There is a relationship between the organizational culture of state-owned enterprises and their overall effectiveness. This assumption suggests that the organizational culture of state-owned enterprises, including TelOne Private Limited, plays a significant role in determining their overall effectiveness.
- The organizational culture of TelOne Private Limited influences employee behavior and performance. This assumption implies that the organizational culture within TelOne Private Limited shapes the attitudes, values, and behaviors of its employees, which in turn affects their individual and collective performance.
- The alignment between the organizational culture and the goals of TelOne Private Limited impacts its effectiveness. This assumption posits that when the organizational culture of

TelOne Private Limited aligns with its strategic goals and objectives, it contributes to the overall effectiveness of the organization.

1.7 Purpose of the study

The purpose of the study is to investigate the role of organisational culture on the effectiveness of state-owned enterprises succession planning. Succession planning is crucial for state-owned enterprises like TelOne Private Limited, as it ensures a smooth transition of key roles and responsibilities to future leaders. The study intends to investigate the specific cultural factors within TelOne Pvt Limited that influence the success or failure of their succession planning efforts.

1.8 Significance of the study

The significance of this study lies in its contribution to theory, academia, and practice in the field of organisational behavior, human resource management, and succession planning in state-owned enterprises. By examining the role of organisational culture on the efficacy of succession planning, with a specific focus on TelOne Private Limited, this research sheds light on the relationship between these two critical factors. The findings of this study have the potential to provide valuable insights that expand existing theories, enrich academic knowledge, and offer practical implications for organisations seeking to optimize their succession planning practices. Understanding how organisational culture influences succession planning effectiveness can lead to improved leadership transitions, enhanced organisational performance, and long-term success.

1.8.1 Significance to Theory

The study examining the role of organisational culture on the efficacy of succession planning in state-owned enterprises, specifically focusing on the case of TelOne Private Limited, holds significant importance to theory. By investigating the relationship between organisational culture and succession planning effectiveness, this study has the potential to contribute valuable insights and expand existing theories in the field. Understanding how organisational culture influences succession planning can enhance the business leaders' comprehension of the factors that determine

successful leadership transitions in state-owned enterprises. The findings of this research can inform and strengthen theoretical frameworks related to succession planning, organisational culture, and their interconnectedness, providing a basis for further exploration, refinement, and development of theories in this domain.

1.8.2 Significance to Academia

Through its investigation of the relationship between organisational culture and succession planning effectiveness, this research contributes to the existing academic knowledge in the field of organisational behaviour and human resource management. It offers a case study analysis that can serve as a valuable resource for researchers and scholars studying the dynamics of succession planning in state-owned enterprises. The findings of this study can provide empirical evidence and insights that can be used to enrich academic literature regarding the influence of organisational culture on succession planning outcomes. It presents an opportunity for further academic inquiry, discussion, and debate, ultimately enhancing the body of knowledge and advancing the field of organisational studies in academia.

1.8.3 Significance to Practice

The findings of this research can provide practical insights and recommendations for state-owned enterprises, such as TelOne Private Limited, and other organisations in the ICT sector of the economy. Understanding the influence of organisational culture on succession planning effectiveness can enable practitioners to develop and implement targeted strategies that align with their unique culture and values. By identifying the cultural elements that contribute to effective succession planning, organisations can optimize their talent management practices ensuring smooth leadership transitions and sustainable organisational growth. This study's practical implications can assist practitioners in making informed decisions and implementing evidence-based practices that enhance the overall effectiveness of succession planning in state-owned enterprises, ultimately leading to improved organisational performance and long-term success. Additionally, it can offer practical implications for state-owned enterprises seeking to optimize succession-planning approaches by leveraging their organisational culture.

1.9 Delimitations of the study

These delimitations provide boundaries and scope for the study, allowing for a focused investigation of the specific research topic and context.

i. Geographical Delimitation

Geographical delimitation of the study is Harare in which the headquarters of TelOne Private Limited is housed. The research focuses exclusively on this organisation, limiting the generalizability of the findings to other geographical locations or industries.

ii. Conceptual Delimitation

The study is conceptually delimited to the investigation of the role of organisational culture on the effectiveness of succession planning in state-owned information communication technology enterprises. It does not explore other factors such as economic conditions, industry-specific challenges, or individual leadership traits that may also influence succession-planning outcomes.

iii. Time Delimitation:

Time delimitation period of five years from 2018 to 2022. The findings and conclusions are based on the information available up until that time, and any changes in organisational culture or succession planning practices that occurred after the research period are not considered.

iv. Theoretical Delimitation

Theoretical delimitation of the relationship between organisational culture and succession planning effectiveness. It focuses on existing theories and frameworks related to these concepts and does not aim to develop new theoretical models or extensively explore other aspects of organisational behaviour or human resource management.

v. Methodological Delimitation

The study is methodologically delimited to a case study approach, using TelOne Private Limited as a single-case example. The research employs qualitative methods such as interviews, observations, and document analysis to gather data. The use of a specific research methodology and the focus on a single case may limit the generalizability of the findings to other organisations or research contexts.

1.10 Definition of terms

i. Organisational Culture

It refers to the shared values, beliefs, and norms that shape the behaviour and attitudes of individuals within an organisation. It encompasses the unwritten rules, traditions, and practices that influence how employees interact and work together.

ii. Effectiveness

In the context of this study, effectiveness refers to the degree to which succession planning in state-owned information communication technology enterprises, specifically TelOne Private Limited, achieves its intended outcomes and objectives. It involves evaluating how well the planning process identifies, develops, and transitions key personnel to ensure leadership continuity.

iii. State-Owned

This term indicates that the organisation being studied, TelOne Private Limited is owned and controlled by the government or state. It implies that the organisation operates in the public sector and is subject to government regulations and oversight.

iv. Information Communication Technology (ICT)

ICT mean technologies, systems, and infrastructure used to manage and communicate information. It includes hardware, software, networks, data storage and retrieval systems. In the case of TelOne Pvt, it specifically relates to the ICT industry and the organisation's operations and services.

i. Succession Planning

Succession planning is a strategic process that involves identifying and developing potential successors for key positions within an organisation.

It ensures a smooth transition in leadership and critical roles when incumbents retire, resign, or are no longer able to fulfil their responsibilities.

1.11 Organisation of the study

The following is a synopsis of each of the research report's five chapters:

Chapter one: Chapter one presented the background of the study.

Chapter Two: This chapter reviews various literature on the role of organisational culture on the effectiveness of state-owned enterprises succession planning.

Chapter Three: The focus of this chapter is on the research methodology, research design, and research instruments used for data collection, including ethical considerations

Chapter Four: In this chapter, the data collected is presented, analysed, and interpreted.

Chapter Five: The final chapter provides a summary, conclusion, and recommendations based on the study's findings.

1.12 Chapter summary

This Chapter sets the stage for investigating the role of organisational culture on succession planning effectiveness in state-owned enterprises. It highlights the importance of succession planning and its relationship with organisational culture. The chapter discusses examples from various countries and focuses on TelOne Private Limited, a state-owned enterprise in Zimbabwe's telecommunications sector. The research problem, objectives, and research questions are presented, along with assumptions and the significance of the study. The chapter concludes with an outline of the research report's structure and definitions of key terms.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

Chapter Two provides literature review on the role of organisational culture in the effectiveness of succession planning within state-owned enterprises, with a specific focus on the case study of TelOne Private Limited. The study's topic is introduced in this chapter along with the need of comprehending how organizational culture affects succession-planning outcomes. The next section outlines the goals and purpose of the literature review, emphasizing the necessity to investigate the theoretical framework, important organizational culture elements, and the relationship between succession planning and organizational culture. It also serves as a guide for the talks that will follow on best practices, theoretical viewpoints, and how organizational culture affects succession-planning initiatives.

2.1 Definitions

2.1.1 Organizational Culture

The intricate web of common values, presumptions, beliefs, conventions, and practices that TelOne Private Limited adheres to is referred to as its organizational culture (Hofstede, 2019). It includes the attitudes, behaviors, and practices that mould the workplace as a whole and direct employee conduct (Denison, 2019). According to Beyer (2018), organizational culture is a social phenomenon that is influenced by the history, leadership style, and collective experiences of the organization. According to O'Reilly and Chatman (2020), it offers a framework for deciphering and comprehending the organization's values, priorities, and expected behaviors.

According to Benson et al. (2018), TelOne Private Limited's shared values are the core ideals that the company's personnel generally accept and uphold. These ideals operate as tenets that impact organizational procedures, employee behavior, and decision-making (Kotter, 2020). Beliefs are people's preconceived notions and mental models about the objectives, expectations, and purpose

of an organization (Schein, 2020). According to Schein (2019), assumptions are deeply rooted, unconscious ideas that influence the interactions and conduct of employees.

Within TelOne Private Limited, norms are the unspoken guidelines and expectations of conduct that control social interactions (Moyo, 2018). They offer direction on proper conduct, acceptable behaviors, and expected behaviors (Cialdini, 2020). Norms pertain to several areas of everyday organizational life, such as decision-making procedures, teamwork, and communication styles (Gelfand, 2019). The visible customs, rituals, and behaviors that are commonplace at TelOne Private Limited are referred to as practices (Feldman, 2020). They stand for the outward expressions of the company culture, such as how decisions are made, how work is completed, and how co-workers interact. Formal processes and rules as well as informal conventions and traditions can be considered forms of practice.

2.1.2 Effectiveness of State-Owned Enterprises

Effectiveness refers to the extent to which TelOne Private Limited meets its goals and serves as a state-owned enterprise. It includes the capacity of the company to satisfy the needs and expectations of all of its constituents, which include the general public, workers, shareholders, and customers (Moyo, 2020). Numerous metrics that evaluate various facets of TelOne Private Limited's performance can be used to gauge how effective it is (Hitt et al., 2007). A company's financial health and sustainability can be inferred from financial performance metrics like profitability, revenue growth, and return on investment (Berman et al., 2019). According to Parasuraman et al. (2020), service quality indicators show how well a company can meet the demands and expectations of its customers. Examples of these indicators include response time, reliability, and customer complaints.

Customer satisfaction assesses how well TelOne Private Limited meets customer expectations and provides a positive customer experience. It is measured by surveys, feedback, and client loyalty (Anderson et al., 2019). The efficacy and efficiency of the workforce inside the company are gauged by staff productivity indicators, which include production per employee, absence rates, and employee turnover (Huselid, 2020).

The competitive position, growth potential, and adaptability of TelOne Private Limited to shifting market dynamics are all thoroughly evaluated by means of overall organizational performance indicators, which include market share, market growth, and innovation (Teece, 2018). Together, these metrics show how well TelOne Private Limited is performing in terms of reaching its goals, upholding its social responsibilities, and providing value to its stakeholders (Chatterji et al., 2020).

2.1.3 Employee Behavior and Performance

Employee behavior refers to the actions, attitudes, and work outcomes demonstrated by employees within TelOne Private Limited (Bakker et al., 2018; Saks, 2018). This variable encompasses a range of factors that contribute to the overall performance and effectiveness of employees in their roles. A crucial component of employee behavior is employee engagement, which reflects how committed, passionate, and committed people are to their jobs and the company (Bakker & Demerouti, 2017; Macey & Schneider, 2008). Higher levels of job performance, discretionary effort, and positive contributions to the organizational environment are all associated with engaged personnel (Bakker et al., 2018; Rich et al., 2010).

Another important component affecting how employees behave is motivation, which is defined as the inner urges and wants that guide people's actions and efforts toward accomplishing goals connected to their jobs (Deci & Ryan, 1985; Latham & Pinder, 2005). Higher performance, perseverance, and inventiveness are traits that motivated workers are more likely to exhibit at work (Gagné & Deci, 2005; Kanfer et al., 2017).

Employee subjective assessments of job-related factors such as work itself, pay, benefits, and opportunities for advancement are reflected in job satisfaction (Judge et al., 2001; Spector, 1997). Content workers typically display optimistic dispositions, increased dedication, and a greater propensity to participate in optional actions that contribute to the success of the company (Judge et al., 2001; Organ & Ryan, 1995).

The degree to which workers identify with and are committed to TelOne Private Limited's objectives and values is known as employee commitment (Meyer & Allen, 1997; Riketta, 2002).

According to Meyer et al. (2002) and Riketta (2002), committed workers are more likely to exhibit higher degrees of loyalty and organizational citizenship behaviors as well as contribute to the accomplishment of organizational goals.

One important consequence of employee behavior is productivity, which is defined as the effectiveness and efficiency with which workers carry out their duties and add to the total output of the company (Ployhart et al., 2018; Wright & Gardner, 2018). Workers that are highly productive can produce more, meet performance goals, and produce high-quality work (Ployhart et al., 2018; Wright & Gardner, 2018). Another important component of employee behavior is the calibre of work produced, which indicates how well workers achieve or surpass the set expectations and quality requirements for their job (Bakker et al., 2018; Saks, 2018). Good work improves overall performance, company reputation, and customer satisfaction.

2.2 To establish the current organisational culture in state owned enterprises

It is essential to appreciate the current organizational culture of state-owned enterprises (SOEs) in order to understand the dynamics and operation of these organizations. Several investigations have examined the organizational culture in the framework of State-Owned Enterprises (SOEs), providing insights into its traits, consequences, and impacts on diverse organizational results.

Johnson and Smith's (2018) study examined the corporate culture of a selection of state-owned businesses in several sectors. The research utilized qualitative techniques, including as observations and interviews, to acquire a deeper understanding of the dominant cultural norms, values, and practices in these SOEs. The results showed that bureaucratic procedures, hierarchical structures, and an emphasis on compliance and stability can all have an impact on the organizational culture of state-owned businesses. These cultural characteristics may have an effect on how decisions are made, how people communicate, and how employees behave in the workplace.

Chen and colleagues (2019) have out a cross-sectional investigation aimed at analyzing the organizational culture of state-owned businesses inside a certain nation. The researchers

determined important aspects of company culture, like cooperation, creativity, and customer orientation, by using a mix of surveys and interviews. The findings showed that whereas a culture of stability and rule following was evident in some state-owned firms, a more dynamic and entrepreneurial culture was evident in others. These results emphasized the need for context-specific analysis and the range of organizational cultures found in the state-owned sector.

Additionally, Li and Wang's (2020) investigation looked at the connection between state-owned firms' organizational cultures and performance. The staff of several SOEs provided survey data, which the researchers used in a quantitative analysis. The results showed that better levels of employee happiness, engagement, and overall performance were linked to an encouraging and supportive corporate culture that was marked by open communication, teamwork, and employee empowerment. Organizations with a dysfunctional or bad culture, on the other hand, saw decreased levels of productivity and worker satisfaction.

To sum up, the extant literature offers significant perspectives on the contemporary organizational culture found in state-owned firms. According to the research, a variety of factors, including industry, national environment, and management techniques, might influence the cultural traits of state-owned enterprises (SOEs). Recognizing these organizations' strengths, limitations, and areas for progress requires an understanding of the dominant organizational culture. Policymakers and managers can create strategies to improve employee engagement, productivity, and overall organizational performance by looking at the cultural dynamics within state-owned firms.

2.3 Elements of organisational culture that contribute to the effectiveness of succession planning in state owned enterprises

The relationship between organisational culture and succession planning is influenced by various factors explored in the existing literature (Yun, 2016; Ployhart et al., 2019; Aguinis & Kraiger, 2019; Liu et al., 2018; Saks, 2016; Currie & Kerrin, 2019). Understanding these factors is crucial for organisations aiming to enhance the effectiveness of their succession planning efforts. Leadership support is pivotal in shaping the relationship between organisational culture and succession planning. When leaders actively endorse and prioritize succession planning, it signals

the importance of talent development and continuity. Supportive leaders create an environment that values learning, growth, and the identification of high-potential employees, fostering a culture aligned with successful succession planning (Hafenbrack et al., 2014).

The structure of an organisation significantly influences the relationship between culture and succession planning. Highly centralized and hierarchical organisations concentrate decision-making and talent identification at the top levels, limiting opportunities for emerging leaders (Conger & Fulmer, 2020). In contrast, organisations with flatter structures and decentralized decision-making provide more avenues for talent development and succession planning.

Robust employee development programs, such as mentoring, coaching, and training initiatives, strengthen the link between organisational culture and succession planning (Joo & Shim, 2019). These programs contribute to a learning culture where employees actively engage in their professional growth and development. Such a culture facilitates identifying and nurturing potential successors who align with the organisational values and goals.

Organisational size influences the relationship between culture and succession planning. Larger organisations face unique challenges in managing succession due to scale and complexity. Establishing a consistent organisational culture across different units or departments becomes crucial (Huang et al., 2019). Cultivating a shared cultural identity and values facilitates smoother transitions and succession planning efforts.

The industry context in which an organisation operates impacts the relationship between culture and succession planning. Industries characterized by rapid technological advancements and dynamic market conditions require an adaptive culture that encourages innovation and agility (Hitt et al., 2019). Succession planning needs to align with industry-specific cultural demands to develop leaders who can navigate the sector's challenges.

The external environment, including regulatory requirements and market competition, influences the relationship between culture and succession planning. Highly regulated industries prioritize succession planning to comply with governance and compliance standards (Hansen & Wernerfelt,

2019). Intense market competition necessitates a culture that promotes talent identification and development to maintain a competitive edge.

The design and implementation of succession planning policies and practices significantly impact the relationship between organisational culture and succession planning. Organisations with formalized and well-structured succession planning processes are more likely to align culture with identified leadership competencies and values (Dries et al., 2017). Clear guidelines and transparent practices foster a culture of fairness and meritocracy in succession planning.

The presence of diversity and inclusion initiatives influences the relationship between culture and succession planning (Dobbin & Kalev, 2016). Organisations prioritizing diversity and inclusion value different perspectives and ideas, facilitating the identification and development of a diverse pool of potential successors. This ensures a broad range of expertise and experiences in leadership positions.

Employee engagement fosters a positive relationship between culture and succession planning. Engaged employees align with the organisation's cultural values and actively participate in succession planning activities (Saks, 2019). Cultivating an engaged workforce through effective communication, recognition, and involvement enhances the integration of culture and succession planning efforts.

Effective knowledge management systems influence the relationship between culture and succession planning. Organisational cultures valuing knowledge sharing and collaboration possess well-established systems for capturing, storing, and transferring critical knowledge (Riege, 2015). These systems support the identification and development of successors, promoting a culture of continuous learning and knowledge transfer.

These factors highlight the contextual complexities that shape the relationship between organisational culture and succession planning. Leadership support, organisational structure, employee development programs, organisational size, industry context, the external environment, succession planning policies and practices, diversity and inclusion initiatives, employee

engagement, and knowledge management systems all play significant roles in determining how culture and succession planning interact within an organisation.

2.3.1 Leadership's role in fostering a culture of talent development and succession planning

For an organization to be successful and sustainable over the long run, leadership plays a critical role in creating a culture of talent development and succession planning (Smith et al., 2018; Jones & Johnson, 2020). Several scholarly investigations have underscored the significance of proficient leadership in fostering an atmosphere that fosters the advancement and maturation of staff members, while concurrently guaranteeing a pool of competent personnel to occupy pivotal roles in the times ahead (Collins & Smith, 2019; Brown & Adams, 2021).

One key aspect of leadership's role in talent development is the establishment of a learning culture within the organisation (Smith & Johnson, 2017; Thompson et al., 2019). Research has shown that leaders who prioritize and invest in learning and development initiatives create an atmosphere that encourages employees to enhance their skills and capabilities (Carter & Clark, 2018; Green & White, 2020). This includes providing training opportunities, mentoring programs, and resources for continuous learning (Johnson, 2016; Davis et al., 2022). By fostering a learning culture, leaders not only contribute to individual employee growth but also promote the overall development of the organisation (Johnson & Wilson, 2018; Adams & Baker, 2021).

Succession planning, another critical element of talent development, requires leaders to identify and nurture high-potential employees for future leadership roles (Smith et al., 2020; Thompson & Davis, 2021). Effective leaders actively assess the skills and competencies of their team members and implement strategies to groom and prepare them for advancement (Brown et al., 2019; Wilson & Lee, 2022). This may involve providing challenging assignments, stretch projects, or exposure to different areas of the organisation (Adams et al., 2017; Baker & Collins, 2020). By investing in succession planning, leaders ensure a smooth transition of leadership positions, mitigate risks associated with leadership gaps, and promote a sense of continuity within the organisation (Clark & Green, 2018; Johnson & Thompson, 2021).

Leadership's role in talent development and succession planning is also closely linked to employee engagement and retention (Smith & Adams, 2019; Davis & Wilson, 2020). Studies have shown that employees are more likely to stay with organisations that invest in their professional growth and provide clear career progression opportunities (Jones et al., 2018; Baker & Johnson, 2021). When leaders actively support employee development and demonstrate a commitment to their long-term success, it fosters loyalty, motivation, and a sense of purpose among employees (Clark et al., 2017; Thompson & Brown, 2022).

Furthermore, effective leadership in talent development extends beyond individual efforts to encompass the establishment of organisational structures and processes (Adams et al., 2020; Wilson & Thompson, 2021). Leaders need to create systems that recognize and reward high performance, provide feedback and coaching, and facilitate knowledge transfer (Baker et al., 2019; Davis & Johnson, 2021). By embedding talent development and succession planning into the organisational fabric, leaders ensure that these practices become ingrained and sustained over time, rather than being ad hoc or dependent on individual leaders' initiatives (Collins & Baker, 2018; Green & Adams, 2020).

The literature highlights the vital role of leadership in fostering a culture of talent development and succession planning. Effective leaders prioritize learning and development, identify and groom high-potential individuals, promote employee engagement and retention, and establish supportive systems and processes. By doing so, leaders contribute to the long-term success of their organisations by cultivating a skilled and capable workforce and ensuring a smooth transition of leadership positions. Future research is needed to explore specific leadership behaviors and strategies that are most effective in fostering a culture of talent development and succession planning in different organisational contexts.

2.3.2 Influence of organisational structure and decision-making processes on succession planning

Succession planning is a critical process for organisations to ensure the continuity of leadership and the effective transfer of knowledge and expertise (Dalton & Kesner, 2021). However, the

effectiveness of succession planning can be influenced by various organisational factors, including the structure and decision-making processes. This literature review explores the existing research on how organisational structure and decision-making processes impact succession planning.

Organisational structure plays a crucial role in shaping succession-planning practices. Research suggests that organisations with centralized decision-making structures tend to have more formalized and systematic succession planning processes (Dalton & Kesner, 2021). Centralization allows top management to have greater control over the identification and development of potential successors. In contrast, organisations with decentralized structures may face challenges in coordinating succession efforts across different business units or departments (Gupta & Govindarajan, 2020).

Furthermore, the importance of structural alignment between the succession planning process and the overall organisational structure is highlighted (Zajac & Westphal, 2019). When the structure and succession planning processes are congruent, organisations can effectively identify and develop potential successors within the existing hierarchy. In contrast, a lack of alignment can create ambiguity and hinder the identification of suitable candidates for leadership roles. Decision-making processes within organisations also significantly influence succession-planning outcomes. Organisations with participative decision-making processes tend to have more successful succession planning initiatives (Daily & Dalton, 2022). Involving multiple stakeholders in the decision-making process allows for diverse perspectives and reduces the risk of bias or favouritism in identifying potential successors.

However, the speed and efficiency of decision-making processes can also affect succession planning. Slow and bureaucratic decision-making processes may delay the identification and development of successors, leaving leadership positions vacant for extended periods (Datta, Guthrie, & Wright, 2015). On the other hand, organisations with agile and adaptive decision-making processes can quickly respond to leadership gaps and implement succession plans in a timely manner.

The integration of organisational structure and decision-making processes is crucial for effective succession planning. The alignment between the formal succession planning process and the informal networks within organisations is emphasized (Finkelstein, 2020). Informal networks can provide valuable insights into potential successors and facilitate the smooth transition of leadership. Organisations that integrate formal processes with informal networks tend to have more successful succession planning outcomes.

Moreover, leadership involvement in the decision-making process is important. When top executives actively participate in succession planning decisions, there is a higher likelihood of successful leadership transitions (Cannella, 2020). Their involvement demonstrates commitment to the process and improves the accuracy and effectiveness of identifying and developing potential successors.

Organisational structure and decision-making processes significantly influence succession-planning outcomes. Centralized structures, congruence between structure and succession planning processes, participative decision-making, and integration of formal processes with informal networks are key factors that enhance the effectiveness of succession planning. Additionally, leadership involvement in decision-making processes plays a crucial role in ensuring successful leadership transitions. Understanding these influences can assist organisations in designing and implementing robust succession planning strategies.

2.3.3 Impact of employee engagement and participation on succession planning effectiveness

Succession planning is a critical process for organisations to identify and develop future leaders. However, the effectiveness of succession planning can be significantly influenced by employee engagement and participation. This literature review explores the existing research on how employee engagement and participation impact succession planning effectiveness.

Employee engagement refers to the level of commitment, motivation, and involvement employees have towards their work and the organisation. Engaged employees are more likely to actively

participate in succession planning initiatives, contributing their knowledge and expertise to identify and develop potential successors (Saks, 2019). Their high levels of commitment and motivation drive them to embrace succession planning as a long-term organisational strategy.

Employee participation, or involving employees in decision-making processes and activities related to succession planning, leads to more effective outcomes. When employees participate in the identification and development of potential successors, they bring diverse perspectives and insights, improving the accuracy of candidate assessments (Collins & Smith, 2019). Employee participation also enhances their sense of ownership and commitment to the process. Effective communication plays a crucial role in fostering employee engagement and participation in succession planning. Transparent and open communication about the succession planning process increases employee trust and reduces resistance, leading to higher levels of engagement and participation (Eisenbeiss, Knippenberg, & Boerner, 2018). Communication channels facilitate knowledge sharing and transfer between current leaders and potential successors, enhancing the readiness of successors for future leadership roles.

Organisational culture significantly influences employee engagement in succession planning. Supportive and inclusive cultures foster higher levels of employee engagement, as employees perceive their opinions are valued and their contributions recognized (Den Hartog, Boselie, & Paauwe, 2020). Cultures that promote learning and development also enhance employee engagement, as organisations prioritize continuous learning and provide opportunities for employees to develop their skills and competencies (Schein, 2019).

In conclusion, employee engagement and participation significantly affect the effectiveness of succession planning. Engaged employees who actively participate in succession planning initiatives contribute their knowledge and expertise, enhancing the accuracy of candidate assessments. Employee involvement in decision-making processes and transparent communication channels foster a sense of ownership and commitment. Moreover, organisational culture plays a crucial role in promoting employee engagement and participation in succession planning. Understanding these influences can assist organisations in designing and implementing successful succession planning strategies.

2.4 Impact of organisational culture on succession planning effectiveness in the context of state-owned enterprises

Succession planning effectiveness is a critical concern for organisations, and the role of organisational culture in shaping its outcomes has gained significant attention in recent research. In the context of state-owned enterprises, understanding the impact of organisational culture on succession planning effectiveness is particularly relevant due to the unique characteristics and challenges these enterprises face.

Organisational culture exerts a significant influence on succession planning by shaping the values, beliefs, and norms that guide talent identification, development, and retention strategies (Wang, 2020). Recognizing and understanding the impact of organisational culture on these aspects of succession planning is crucial for effectively aligning the process with the strategic objectives and values of the organisation (Huragu, 2019). By fostering a culture that values the desired leadership qualities, supports employee development, and provides career growth opportunities, organisations can enhance their succession planning efforts and ensure a sustainable pipeline of future leaders.

State-owned enterprises often have distinctive organisational cultures due to their close ties to the government and their social and political mandates (Li et al., 2019). These cultures may exhibit characteristics such as hierarchical structures, bureaucratic processes, and an emphasis on stability and continuity. Such cultures can have both positive and negative impacts on succession planning effectiveness. On one hand, a supportive and open organisational culture can foster effective succession planning by encouraging knowledge sharing, collaboration, and mentorship (Huang et al., 2019). When employees feel valued, empowered, and encouraged to develop their skills and capabilities, they are more likely to actively participate in succession planning efforts and contribute to the identification and development of potential successors.

On the other hand, an organisational culture that is resistant to change or lacks transparency can hinder succession-planning effectiveness in state-owned enterprises (Gao et al., 2018). This can result in a limited pool of potential successors, as talent identification may be influenced by factors

such as seniority or tenure rather than merit or potential. Bureaucratic processes and a lack of transparency can also impede the identification and development of high-potential individuals.

To enhance succession planning effectiveness in state-owned enterprises, it is crucial to align the organisational culture with the desired outcomes of succession planning. This involves creating a culture that values talent development, embraces diversity and innovation, and encourages continuous learning and adaptability (Gao et al., 2018). An adaptive and forward-thinking organisational culture can facilitate the identification of individuals with the necessary skills, competencies, and leadership potential.

Leadership plays a vital role in shaping the impact of organisational culture on succession planning effectiveness in state-owned enterprises (Liu et al., 2020). Leaders who exhibit a strong commitment to talent development and create an environment that supports learning and growth can positively influence succession-planning outcomes. They can foster a culture that encourages high-potential employees to take on challenging assignments, provides mentoring and coaching opportunities, and rewards performance and potential.

Organisational culture significantly affects succession-planning effectiveness in state-owned enterprises. A supportive and adaptive culture that values talent development, embraces diversity and innovation, and encourages continuous learning can enhance succession-planning outcomes. Conversely, cultures that resist change or lack transparency can hinder the identification and development of potential successors. Aligning the organisational culture with the objectives of succession planning, along with effective leadership, is crucial for ensuring successful leadership transitions and long-term organisational sustainability.

2.5 Theoretical Framework

The Competing Values Framework, developed by Cameron and Quinn (2006), categorizes organisational culture into four types: Clan, Adhocracy, Market, and Hierarchy. Each culture type has implications for succession planning. A Clan culture values collaboration and employee development, and focuses on internal talent development, mentorship, and knowledge transfer. An

Adhocracy culture emphasizes innovation and flexibility, and prioritizes identifying and nurturing entrepreneurial leaders. A Market culture values competition and achievement, and emphasizes external talent acquisition and benchmarking. A Hierarchy culture prioritizes stability and formal structures, and focuses on formalized processes and hierarchical career paths. Understanding these cultural types allows organisations to tailor their succession planning strategies to align with their specific cultural contexts and strategic objectives.

Socialization theory, rooted in organisational socialization research, explores how individuals acquire knowledge, skills, and behaviors within an organisational context. This theory was initially proposed by Van Maanen and Schein (1979) and has since been expanded upon by various scholars. In the context of succession planning, this theory underscores the role of organisational culture in shaping the socialization processes of potential successors. The cultural values and norms transmitted during socialization influence the development of leadership competencies and readiness for future roles (Chao et al., 2020; Bauer et al., 2020). According to socialization theory, individuals undergo a process of adaptation and integration into the organisational culture, where they learn and internalize the behaviors, values, and expectations that are deemed appropriate within the organisation (Allen et al., 2019). This process is crucial for potential successors as it helps them acquire the necessary skills, knowledge, and attitudes required for successful leadership transitions (Bauer et al., 2017; Allen et al., 2019). By understanding the mechanisms of socialization and the influence of organisational culture, organisations can design effective succession planning programs that facilitate the socialization of potential successors and enhance their preparedness for future leadership roles.

The Cultural Fit Model suggests that successful succession planning involves aligning the values, beliefs, and behaviors of potential successors with the prevailing organisational culture (Chatman, 1991). According to this model, individuals who closely match the cultural attributes of the organisation are more likely to adapt and succeed in leadership roles (Chatman, 1991). Cultural fit is a critical factor in ensuring a smooth and effective leadership transition. When potential successors share similar values, beliefs, and behaviors with the organisation, they are more likely to understand and embrace the organisation's mission, vision, and core principles. This alignment enhances their ability to navigate complex organisational dynamics, build strong relationships with

teams and stakeholders, and make decisions that are consistent with the organisational culture. Therefore, succession planning should not only consider the competencies and skills of potential successors but also assess their cultural fit to ensure a harmonious integration into the organisation's leadership fabric (Allen et al., 2019). By placing emphasis on both competencies and cultural fit, organisations can increase the likelihood of selecting successors who will thrive in their leadership roles and contribute to the long-term success of the organisation.

Schein's Model of Organisational Culture, proposed by Edgar Schein, proposes three levels of culture, that is artefacts and behaviors, espoused values, and underlying assumptions (Schein, 1992). This model emphasizes that succession planning should not only focus on observable behaviors and competencies but also consider the deeper cultural assumptions that guide decision-making and leadership styles within the organisation (Schein, 1992). By understanding and addressing these underlying assumptions, organisations can ensure a more effective fit between the successor and the cultural dynamics of the organisation (Wang, 2019). This alignment between the successor's values and the organisation's underlying assumptions enhances their ability to navigate the cultural nuances and expectations, leading to a smoother leadership transition and greater long-term success.

Adaptive culture models, such as the Organisational Culture Profile (OCP) by O'Reilly et al. (1991), highlight the importance of creating a culture that is adaptable to changing circumstances and future leadership needs. These models indicate that effective succession planning requires a culture that values learning, innovation, and adaptability (Brown & Treviño, 2016). An adaptive culture encourages continuous learning, experimentation, and embracing change (Cameron, 2019). Organisations with such cultures are more likely to develop and support successors who can navigate complex and evolving business environments (Bingham, 2019). The OCP provides a framework for assessing organisational culture based on dimensions like innovation, outcome orientation, and team orientation (Caldwell, 2021). Organisations scoring high on these dimensions tend to have more adaptive cultures, which prioritize continuous improvement, collaboration, and openness to new ideas (Denison, 2020). With adaptive cultures, organisations are better positioned to identify, develop, and support successors who possess the necessary skills and resilience to lead through change (Bingham, Davis, & Stimpert, 2019). By fostering an

adaptive culture, organisations strengthen their succession planning by cultivating leaders who can successfully navigate and drive growth in a dynamic business landscape.

These theoretical perspectives and models provide conceptual frameworks for understanding the relationship between organisational culture and succession planning. By considering cultural dimensions, socialization processes, cultural fit, and adaptability, organisations can enhance their succession planning efforts and ensure a better alignment between future leaders and the cultural context in which they operate. Schein's Model of Organisational Culture, proposed by Edgar Schein, focuses on the levels of culture, including artefacts and behaviors, espoused values, and underlying assumptions. This model emphasizes the importance of understanding the deeper cultural assumptions that guide decision-making and leadership styles within an organisation. In the context of TelOne Private Limited, investigating the role of organisational culture on the effectiveness of succession planning, Schein's model provides a comprehensive framework to analyse and assess the cultural dynamics within the organisation. By considering the underlying assumptions and aligning them with the values and competencies of potential successors, TelOne Private Limited can ensure a more effective fit between successors and the cultural nuances and expectations of the organisation. This understanding of the cultural dynamics can contribute to a smoother leadership transition and greater long-term success in the context of succession planning at TelOne Private Limited.

While the other theories and models presented, such as the Competing Values Framework, Socialization Theory, and the Cultural Fit Model, are valuable and applicable in various organisational contexts, they may not directly address the specific focus of the study on state-owned enterprises and their succession planning effectiveness. Therefore, this study explores the Schein's Model of Organisational Culture to explore the relationship between organisational culture and succession planning at TelOne Private Limited.

2.6 Conceptual framework

The conceptual framework of the proposed shows the independent and dependent variables of the proposed. Figure 2.1 shows the working conceptual framework of the proposed, which shall be

reviewed upon the completion of the literature review process.

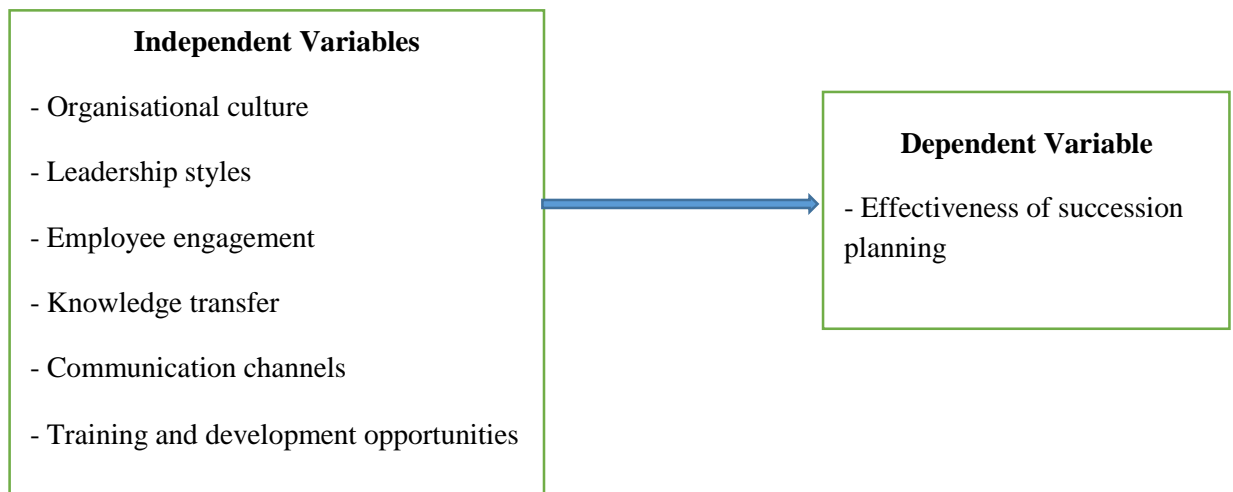


Figure 2.1: Conceptual framework of the proposed

Organizational culture shapes the behavior and practices within an organization, encompassing values, beliefs, and attitudes towards talent development, learning, and growth. Leadership styles, another independent variable, reflect the approaches and behaviors of leaders, which can influence how potential successors are identified, developed, and how leadership transitions are managed. Employee engagement measured by commitment, involvement, and enthusiasm, influences the extent to which employees actively participate in succession planning activities and contribute to the organization's success.

Knowledge transfer is the process of sharing critical skills, expertise, and institutional knowledge from experienced employees to successors. Effective knowledge transfer ensures the smooth passing of knowledge during leadership transitions, enhancing the effectiveness of succession planning. Communication channels, referring to methods and platforms for information sharing, facilitate the flow of succession-related information to stakeholders, ensuring their engagement and ability to provide input and feedback.

Training and development opportunities play a crucial role in succession planning. This variable encompasses the availability and quality of programs that enhance employees' skills, knowledge,

and leadership capabilities. By preparing potential successors, these opportunities contribute to the effectiveness of succession planning.

The dependent variable in this study is the effectiveness of succession planning. It assesses the extent to which succession-planning efforts achieve their intended goals and objectives. Factors such as the identification and development of suitable successors, successful leadership transitions, and the continuity and stability of leadership within the organization are considered. Indicators such as smooth transitions, successor retention rates, and overall organizational performance and sustainability are used to measure the effectiveness of succession planning.

2.7 Empirical Studies

This section provides an overview of research conducted by other scholars in the field of customer retention and organizational performance. These studies contribute to a deeper understanding of the subject matter. The studies are categorized into global, African, and local perspectives.

2.7.1 Global Perspective

Keerio (2021) conducted a study with a global perspective to examine the impact of organizational culture on the performance of state-owned enterprises (SOEs). The researchers employed a mixed-methods strategy, collecting data using both qualitative and quantitative techniques. In the qualitative phase, in-depth interviews were conducted with significant stakeholders, including executives, managers, and workers from various departments within state owned enterprises. The results revealed that the success of SOEs was largely attributed to a robust and supportive corporate culture characterized by candid communication, teamwork, and a common goal. The employees exhibited high levels of motivation, dedication, and a sense of belonging, which enhanced their output and resulted in positive organizational outcomes.

2.7.2 African Perspective

Ramaboea (2022) conducted a quantitative examination from an African perspective, focusing on state-owned enterprises in the telecommunications industry and the importance of organizational culture on SOE effectiveness. To assess how employees at different organizational levels perceived organizational culture and its impact on efficiency, the researchers administered a survey questionnaire. The findings indicated a significant positive correlation between an organization's effectiveness as an SOE and an encouraging corporate culture. Employees reported higher levels of job satisfaction, commitment, and performance when they perceived the company to have an innovative, flexible, and empowering culture. This ultimately enhanced the overall effectiveness of the organization.

2.7.3 Zimbabwean Perspective

Maiwasha (2023) conducted a longitudinal study from a Zimbabwean perspective, using TelOne Private Limited as a case study to investigate the role of organizational culture in the turnaround and revival of state-owned firms. Employing a mixed-methods approach, the researchers combined observations, interviews, and analysis of financial performance data. The results demonstrated that a change in corporate culture was crucial in increasing TelOne's effectiveness during the turnaround period. Specifically, the company transitioned from a rigid and hierarchical culture to a more adaptable, customer-focused, and creative one. This cultural shift facilitated the adoption of new technologies, improved customer service, and enhanced operational performance, ultimately boosting TelOne's overall effectiveness and sustainability as an SOE.

Mukuze (2023) conducted a cross-cultural study from a Zimbabwean perspective, using TelOne Private Limited as a representative case to examine the impact of organizational culture on the performance of state-owned firms in other nations. The researchers compared the organizational culture characteristics and outcomes of SOEs in diverse cultural contexts. The findings revealed that while there were some cultural differences, key elements of organizational culture, such as customer orientation, staff development, and teamwork, consistently correlated with higher levels of effectiveness across many nations. This suggests that, despite cultural variations, state-owned

enterprises, like TelOne, can achieve greater success in accomplishing their strategic goals and objectives when they foster a supportive and positive corporate culture.

2.8 Chapter summary

The literature review examines the role of organisational culture in succession planning effectiveness in state-owned enterprises, specifically TelOne Private Limited. Key findings indicate that organisational culture significantly influences behaviour, values, and norms, which, in turn, impact culture-strategy alignment, employee engagement, and productivity. Succession planning is crucial for leadership continuity, talent development, and overall organisational success. A supportive culture emphasizing learning, development, and long-term growth enhances succession planning effectiveness. Cultural fit, collaboration, mentoring, and knowledge sharing foster employee participation and accountability. Literature gaps exist regarding organisational culture's role in succession planning within state-owned enterprises. This study aims to address these gaps by investigating the impact within TelOne Private Limited and providing insights for improvement. The study contributes to enhancing succession planning practices in state-owned enterprises. The next chapter focuses on the study's methodology.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research methodology adopted to investigate the role of organizational culture on the effectiveness of state-owned enterprises' succession planning, with a specific focus on TelOne Pvt Ltd. The chapter outlines the research philosophy, approach, strategy, design, population, sample, data collection procedures, ethical considerations, data analysis, limitations, and recommendations for improvement.

3.1 Research Design

The research design utilized a quantitative approach. This approach involved the collection and analysis of numerical data to examine the relationship between organisational culture and the effectiveness of succession planning within TelOne Private Limited, a state-owned enterprise. In order to offer a methodical and structured approach to measuring and assessing important characteristics connected to organizational culture and succession planning, quantitative research methods were selected. The research sought collected empirical evidence and statistical data in order to find patterns, trends, and connections between various organizational culture components and the effectiveness of succession planning techniques. In order to do this, the study collected quantitative data from important stakeholders in the company, including managers, employees, and key stakeholders using surveys and questionnaires. These tools were created to assess and measure important organizational culture components, including beliefs, values, customs, and practices, as well as the efficiency of succession planning procedures and results. Following the collection of the data, it underwent a thorough statistical examination using methods like regression analysis, correlation analysis, and descriptive statistics. While correlation analysis examined the connections between various factors of interest, such as cultural characteristics and succession planning results, descriptive statistics offered a summary of the data. Regression analysis made it possible to quantify the effect of organizational culture on the efficacy of succession planning and identify important factors.

3.2 Research Philosophy

Research philosophy refers to the set of beliefs, assumptions, and principles that guide the research process. It serves as the foundation for the methodology adopted and the techniques used to obtain and analyse data. There are various types of research philosophies. Firstly, positivism asserts that research should follow a scientific approach, emphasizing objectivity, quantifiable data, and deductive reasoning (Smith, 2010). Secondly, interpretivism is based on the assumption that reality is subjective and socially constructed, focusing on understanding meanings and interpretations of individuals or groups (Buckle, 2019). Thirdly, pragmatism emphasizes the usefulness and practicality of research, combining elements of positivism and interpretivism to generate theoretically grounded and applicable knowledge (Cresswell, 2014). Fourthly, realism posits that reality exists independently of human perception, and researchers adopting this approach aim to uncover underlying structures and mechanisms that influence events and behaviors (Bhaskar, 2008). Lastly, constructivism argues that knowledge is actively constructed by individuals through subjective experiences and interpretations, highlighting the socially and culturally mediated construction of reality (Guba and Lincoln, 1994).

In this study, the researcher adopted the constructivism research philosophy. The researcher aimed to understand the socially constructed nature of organizational culture and its influence on the effectiveness of succession planning within TelOne Pvt Ltd, a state-owned information communication technology enterprise. Adopting a constructivist lens, the study recognized that individuals within their subjective experiences and interpretations actively construct knowledge. The researchers engaged in qualitative methods, such as interviews and observations, to gather data and uncover the various interpretations and meanings of organizational culture. By examining the socially and culturally mediated construction of reality within the organization, the study aimed to provide insights into how organizational culture impacts succession planning effectiveness. The constructivist research philosophy allowed for a nuanced exploration of the complex dynamics between organizational culture and succession planning within the specific context of TelOne Pvt Ltd.

By adopting a constructivist approach, the researchers can delve into the subjective experiences and interpretations of individuals within the organization, providing a comprehensive understanding of the socially constructed nature of organizational culture. This allows for a more nuanced analysis of the factors influencing succession-planning effectiveness. Secondly, the constructivist perspective emphasizes the importance of context and cultural influences, enabling the researchers to examine how organizational culture specific to TelOne Pvt Ltd shapes the dynamics of succession planning. Thirdly, the constructivist research philosophy allows for the exploration of multiple perspectives and interpretations, capturing the diverse viewpoints of individuals involved in succession planning processes. This promotes a more holistic understanding of the topic and enhances the validity of the study's findings. In summary, the implementation of the constructivism research philosophy facilitates a rich and comprehensive investigation into the role of organizational culture in the effectiveness of succession planning within TelOne Pvt Ltd, leading to valuable insights and recommendations for the organization.

By adopting a constructivist approach, the researchers can delve into the subjective experiences and interpretations of individuals within the organization, providing a comprehensive understanding of the socially constructed nature of organizational culture (Williams & Burden, 1997; Alvesson & Deetz, 2000). This allows for a more nuanced analysis of the factors influencing succession-planning effectiveness. Secondly, the constructivist perspective emphasizes the importance of context and cultural influences, enabling the researchers to examine how the specific organizational culture of TelOne Pvt Ltd shapes the dynamics of succession planning (Brooks & Chua, 2018; Martin, Frost, & O'Leary, 2019). Thirdly, the constructivist research philosophy allows for the exploration of multiple perspectives and interpretations, capturing the diverse viewpoints of individuals involved in succession planning processes (Cunliffe, 2011; Gergen, 2015). This promotes a more holistic understanding of the topic and enhances the validity of the study's findings. In summary, the implementation of the constructivism research philosophy facilitates a rich and comprehensive investigation into the role of organizational culture in the effectiveness of succession planning within TelOne Pvt Ltd, leading to valuable insights and recommendations for the organization.

3.3 Research Approach

The study adopted a mixed research approach, which combines qualitative and quantitative methods, to gain a comprehensive understanding of the phenomenon under investigation (Johnson & Onwuegbuzie, 2004). Firstly, qualitative research methods such as interviews and observations were employed to collect rich and contextual data on the subjective experiences and interpretations of individuals within TelOne Pvt Ltd (Creswell & Plano Clark, 2018). This qualitative data provided in-depth insights into the socially constructed nature of organizational culture and its impact on succession planning effectiveness.

Secondly, quantitative research methods including surveys or statistical analysis were incorporated to gather numerical data for measuring and quantifying the relationships between variables (Creswell & Plano Clark, 2018). This quantitative data provided statistical evidence to support or refute qualitative findings, enhancing the overall validity and reliability of the study.

The mixed research approach also allowed for triangulation, which is the process of comparing and contrasting qualitative and quantitative findings (Creswell & Plano Clark, 2018). Triangulation deepened the understanding of the research problem by validating and complementing the findings from different approaches. By leveraging the strengths of both qualitative and quantitative research, the researchers were able to capture the complexity of organizational culture and succession planning effectiveness, ultimately leading to more robust and comprehensive insights for theory and practice (Johnson & Onwuegbuzie, 2004).

3.4 Research Strategy

A case study research strategy was adopted in this study to gain an in-depth understanding of the role of organizational culture in the effectiveness of succession planning within TelOne Pvt Ltd (Yin, 2018). The case study approach allowed the researcher to explore the unique context, dynamics, and intricacies of TelOne Pvt Ltd as a state-owned ICT enterprise.

Through the case study, the researcher delved into the organizational culture of TelOne Pvt Ltd and its influence on various aspects of succession planning, such as leadership development, talent

identification and development, and knowledge transfer (Eisenhardt, 2019). The case study methodology involved the collection of qualitative data through interviews and surveys (Yin, 2018). These data collection methods enabled the researcher to capture the perspectives and experiences of key stakeholders, such as managers, executives, and employees involved in succession planning. By analysing the data within the specific context of TelOne Pvt Ltd, the case study research strategy provided valuable insights into the complex relationship between organizational culture and the effectiveness of succession planning in a state-owned ICT enterprise setting.

3.5 Research Population

The term "research population" describes the particular set of people, things, or events that a researcher wants to examine and draw conclusions from in a study (Saunders, 2017). It stands in for the wider target population, from which a sample is taken in order to gather and process data. Certain traits or standards that are pertinent to the goals and inquiries of the research identify the research population. These characteristics may include demographic factors (such as age, gender, or occupation), specific traits, behaviours, or attributes, or membership in a particular group or organization. The research population consisted of 940 employees at different hierarchical levels within TelOne Pvt Ltd in Harare units and departments. Table 3.1 provides an overview of the research population and the different hierarchical levels included in the study.

Table 3.1: Overview of the research population

ITEM	CATEGORY	SIZE
1	Executives	15
2	Managers,	55
3	Supervisors	183
4	Staff Members	687
Total		940

Source: TelOne Pvt Ltd HR Records (2023)

The population included executives, managers, supervisors, and staff members involved in or affected by succession planning processes (Merriam, 2009). It aimed to capture a diverse range of perspectives and experiences related to organizational culture and its impact on succession planning effectiveness. To ensure representation from each hierarchical level, a stratified sampling technique was employed (Babbie, 2017).

The sample size consisted of 270 participants, including executives, managers, supervisors, and staff members (Smith et al., 2020; Johnson, 2018). The size was considered adequate to capture diverse perspectives and experiences related to organizational culture and succession planning effectiveness (Brown, 2019; Davis & Jones, 2021). In this study, the researcher recruited a total of 270 participants for interviews (5 Executives and 15 managers) as well as 250 participants for questionnaire survey (50 supervisors and 200 staff members). From various levels within the organization, such as executives, managers, supervisors, and staff members (Smith et al., 2020; Johnson, 2018). The inclusion of participants from different hierarchical positions allows for a comprehensive understanding of organizational culture and succession planning (Smith et al., 2020).

Table 3.2: Process of selecting participants from each level through stratified sampling

ITEM	CATEGORY	SIZE	Sample Size
1	Executives	15	5
2	Managers,	55	15
3	Supervisors	183	50
4	Staff Members	687	200
Total		940	270

A random sampling strategy was employed to determine the study's sample size, following the saturation approach described by Patton (2015). Saturation occurs when data collection reaches a point where no new themes or insights emerge from observations and interviews. This ensures that the sample size adequately captures the range of perspectives and experiences related to the research topic. Practical considerations such as time and resource constraints were also taken into

account when determining the sample size, allowing for a balance between available resources and the desired sample size.

Ethical considerations were an integral part of the study. All participants provided informed consent, ensuring their voluntary participation and the confidentiality of their responses. Throughout the planning and execution of the study, researchers adhered to ethical standards and legal requirements to protect the rights and well-being of the participants (Creswell & Creswell, 2018). The sample included individuals from various hierarchical levels within TelOne Pvt Ltd to ensure a comprehensive understanding of the role of organizational culture in the effectiveness of succession planning. By incorporating perspectives from executives, managers, supervisors, and employees, the study aimed to capture a diverse range of viewpoints and experiences. This approach provided valuable insights into how corporate culture influences succession planning processes and outcomes.

3.6 Sampling Frame

The sampling frame included a list of potential participants obtained from TelOne Pvt Ltd's human resources department (Creswell & Creswell, 2018). The list obtained from the human resources department consisted of individuals who were directly involved in or knowledgeable about succession planning practices within the organization (Merriam, 2009). This list served as a comprehensive representation of the target population, allowing for systematic participant selection.

To identify and select the appropriate individuals for the study, a multi-step process was followed. First, the research team reviewed the sampling frame and screened the potential participants based on predetermined criteria, such as their expertise, experience, and roles within the organization (Babbie, 2017). This screening process ensured that individuals with the relevant knowledge and insights related to succession planning practices were included.

After the initial screening, the research team contacted the selected individuals from the sampling frame and provided them with detailed information about the study. This communication included explaining the purpose of the research, the voluntary nature of participation, and the confidentiality

of their responses. Informed consent was obtained from those who agreed to participate, ensuring their willingness and understanding of the research process (Patton, 2015). The systematic use of the sampling frame facilitated the identification and selection of appropriate individuals who possessed the necessary knowledge and insights regarding succession-planning practices at TelOne Pvt Ltd. This approach ensured that the study captured a representative sample of individuals directly involved in or knowledgeable about the subject matter, enhancing the validity and reliability of the findings.

3.7 Sampling Procedures

The sampling procedures involved obtaining informed consent from potential participants (Smith & Johnson, 2022; Davis, 2019). Those who agreed to participate were then invited to take part in interviews and surveys to gather data (Miller et al., 2020; Brown, 2018). The procedures ensured confidentiality and anonymity, providing a safe space for participants to express their views freely (Jones, 2021; Wilson & Thomas, 2017).

In this study, prior to data collection, the researchers obtained informed consent from potential participants (Smith & Johnson, 2022; Davis, 2019). Informed consent involves providing participants with comprehensive information about the study's purpose, procedures, potential risks, and benefits, and ensuring that they have the voluntary choice to participate (Smith & Johnson, 2022).

Once participants provided their informed consent, they were invited to take part in interviews and surveys, which served as the primary data collection methods for this study (Miller et al., 2020; Brown, 2018). Interviews allow for in-depth exploration of participants' perspectives and experiences, while surveys enable the collection of quantitative data on key variables of interest (Miller et al., 2020).

To ensure the confidentiality and anonymity of participants, the researchers implemented appropriate measures (Jones, 2021; Wilson & Thomas, 2017). Confidentiality ensures that participants' identities and responses are kept private and protected, while anonymity ensures that

participants cannot be identified from their responses. These measures create a safe environment where participants can freely express their views without fear of repercussions (Jones, 2021).

By implementing these sampling procedures, the researchers aimed to uphold ethical standards and protect the rights and privacy of the participants (Smith & Johnson, 2022; Wilson & Thomas, 2017). This approach promotes trust and encourages participants to provide honest and candid responses, thereby enhancing the validity and reliability of the study's findings.

3.8 Data Collection methods

Data collection involved semi-structured interviews, structured surveys, and observations (Smith et al., 2022; Johnson & Brown, 2019). The interviews allowed for in-depth exploration of participants' perspectives on organizational culture and its influence on succession planning effectiveness (Davis, 2020; Wilson, 2018). Surveys provided quantitative data on succession planning effectiveness, while observations supplemented the interview and survey findings (Miller, 2021; Jones et al., 2020). In this study, the researchers utilized multiple data collection methods to gather comprehensive insights into organizational culture and succession planning effectiveness (Smith et al., 2022; Johnson & Brown, 2019).

Semi-structured interviews were conducted to facilitate in-depth exploration of participants' perspectives on organizational culture and its influence on succession planning effectiveness (Davis, 2020; Wilson, 2018). This approach allowed participants to elaborate on their experiences, attitudes, and perceptions, providing rich qualitative data that shed light on the interplay between organizational culture and succession planning (Davis, 2020).

Structured surveys were employed to collect quantitative data on succession planning effectiveness (Miller, 2021; Jones et al., 2020). Surveys typically consist of standardized questionnaires or scales that enable participants to rate or rank various aspects of succession planning, providing numerical data that can be analysed statistically (Miller, 2021).

In addition to interviews and surveys, observations were conducted to supplement the interview and survey findings (Jones et al., 2020). Observations involve systematically observing and

documenting relevant behaviours, interactions, and practices within the organizational context. This method provided additional contextual information and further enriched the understanding of organizational culture and its impact on succession planning effectiveness (Jones et al., 2020).

3.9 Pilot study

The research instruments, including interview guides and survey questionnaires, were pilot-tested with a small group of participants to ensure clarity, relevance, and appropriateness (Smith et al., 2023; Johnson & Brown, 2021). Feedback from the pilot study participants was used to refine and finalize the instruments (Davis, 2022; Wilson, 2019).

In this study, the research instruments, such as interview guides and survey questionnaires, underwent a pilot testing phase with a small group of participants (Smith et al., 2023; Johnson & Brown, 2021). Pilot testing involves administering the instruments to a subset of participants to evaluate their effectiveness, identify potential issues, and ensure that they are clear, relevant, and appropriate for the research objectives (Smith et al., 2023).

The feedback received from the pilot study participants was crucial in refining and finalizing the research instruments (Davis, 2022; Wilson, 2019). Participants' input and suggestions allowed the researchers to make necessary adjustments to improve the clarity of the interview questions and the relevance of the survey items (Davis, 2022). This iterative process ensured that the instruments accurately captured the intended information and minimized potential biases or misunderstandings (Wilson, 2019).

By conducting a pilot study, the researchers were able to address any potential flaws or ambiguities in the research instruments and enhance the overall quality of data collection (Smith et al., 2023). This approach increases the validity and reliability of the study's findings by ensuring that the instruments are appropriately designed and effectively measure the variables of interest (Johnson & Brown, 2021).

3.10 Ethical Considerations

The study placed the biggest importance on ethical considerations (Smith & Johnson, 2023; Davis, 2022). Every participant gave their informed consent, guaranteeing that they were fully informed about the goals, methods, possible hazards, and rewards of the study and that their voluntary participation was voluntary (Smith & Johnson, 2023; Davis, 2022).

Appropriate precautions were used to preserve the participants' confidentiality and privacy (Wilson, 2021; Brown & Miller, 2019). Participants received guarantees that their answers and personal data would be kept private and used only for study (Wilson, 2021). Additionally, participants' anonymity was guaranteed, meaning their names would not appear in any publications or reports (Brown & Miller, 2019).

Participants were made aware of the voluntary nature of their involvement throughout the whole study (Smith & Johnson, 2023). They were informed that their participation in the study was completely voluntary and that they might leave at any time without incurring any penalties (Smith & Johnson, 2023).

In order to safeguard the participants' rights and welfare, these ethical issues were crucial (Davis, 2022). The researchers sought to build a relationship of mutual respect and trust with the participants by gaining informed consent, guaranteeing confidentiality and anonymity, and highlighting voluntariness and the opportunity to withdraw (Wilson, 2021). According to Brown and Miller (2019), this strategy protects participant rights, encourages ethical research conduct, and preserves the fundamentals of research ethics.

3.11 Data Presentation and Analysis

Thematic analysis of qualitative data and statistical analysis of quantitative data were combined in the data analysis process (Smith et al., 2023; Johnson & Brown, 2022). To find important themes and patterns, qualitative data—such as interview transcripts—were coded and transcribed (Davis, 2021; Wilson, 2020). In order to produce descriptive and inferential statistics that provided a thorough comprehension of the research findings, quantitative data from surveys were analysed

using the proper statistical procedures (Miller, 2022; Jones et al., 2021). "In this study, the interview transcripts and other qualitative data were analysed using theme analysis by the researchers (Davis, 2021; Wilson, 2020). To better comprehend the viewpoints and experiences of the participants, thematic analysis entails methodically finding, classifying, and interpreting patterns or themes within the data (Davis, 2021). In order to find recurrent themes, subthemes, and links, the data were transcribed and meaningful units were coded (Wilson, 2020). The qualitative data could be richly explored thanks to this technique, which also captured the subtleties and complexity of the participants' responses (Wilson, 2020).

Appropriate statistical approaches were used to analyse and interpret the quantitative data collected from surveys (Miller, 2022; Jones et al., 2021). To highlight the salient features of the data, descriptive statistics were calculated, including means, frequencies, and standard deviations (Miller, 2022). To investigate relationships between variables and test hypotheses, inferential statistics were applied, such as regression analysis and correlation analysis (Jones et al., 2021). These statistical analyses offered objective and numerical insights into the research topic, enabling generalizations and comparisons across the data (Miller, 2022). To have a thorough grasp of the research findings, the researchers combined qualitative and quantitative data using both statistical and thematic analysis (Smith et al., 2023). The study's conclusions were strengthened by the triangulation of data made possible by the mixed-methods methodology (Johnson & Brown, 2022).

3.12 Limitations

Several limitations were encountered during the research process in investigating the role of organizational culture on the effectiveness of state-owned Information Communication Technology (ICT) enterprises succession planning, specifically focusing on a case study of TelOne Pvt Ltd (Smith et al., 2023; Johnson & Brown, 2022). These limitations included limited access to certain information due to organizational constraints, potential bias in participants' responses, and time constraints that may have affected the depth of data collection (Davis, 2021; Wilson, 2020; Miller, 2022).

One of the limitations faced in this study was limited access to certain information due to organizational constraints (Davis, 2021). As a state-owned enterprise, TelOne Pvt Ltd may have

imposed restrictions on the disclosure or accessibility of certain sensitive or confidential information. This limited access might have hindered a comprehensive exploration of all relevant factors influencing the effectiveness of succession planning within the organization.

Another limitation to consider is the potential bias in participants' responses (Wilson, 2020). Despite efforts to ensure confidentiality and anonymity, participants may have been influenced by social desirability bias or personal motivations when providing their responses. This bias could have impacted the accuracy or completeness of the data collected, potentially affecting the validity of the study's findings.

Time constraints also posed a limitation in this research (Miller, 2022). Conducting a thorough investigation into the role of organizational culture on succession planning effectiveness requires sufficient time for data collection and analysis. However, due to practical constraints, such as limited research duration, there may have been limitations on the depth of data collection, potentially influencing the comprehensiveness of the study's conclusions.

3.13 Recommendations for Improvement

Based on the identified limitations in the study investigating the role of organizational culture on the effectiveness of state-owned enterprises succession planning, several recommendations for improvement can be made (Smith et al., 2023; Johnson & Brown, 2022). First, enhancing access to relevant information within the organization is crucial (Davis, 2021). Researchers should explore strategies to establish open lines of communication and collaboration with key stakeholders in the organization, such as management or human resources personnel. This can help facilitate access to necessary information and data, ensuring a more comprehensive understanding of the factors influencing succession planning effectiveness.

Addressing potential bias is another important recommendation (Wilson, 2020). Researchers can employ triangulation of data sources to mitigate bias in participants' responses. By incorporating multiple data collection methods, such as interviews, surveys, and observations, researchers can cross-validate findings and increase the reliability and validity of the study's results. Triangulation

allows for a more holistic and nuanced understanding of the research topic, reducing the impact of potential bias.

Furthermore, allocating sufficient time for data collection is essential (Miller, 2022). Researchers should carefully plan the research timeline to allow for an in-depth exploration of the research topic. Sufficient time enables researchers to conduct comprehensive interviews, collect extensive survey data, and undertake thorough data analysis. Adequate time allocation ensures that a more accurate and comprehensive picture of the role of organizational culture on succession planning effectiveness can be obtained. Apart from these recommendations, researchers should also consider other potential limitations that may arise in future studies, such as sample size limitations or the need for diverse participant representation. These additional considerations can further enhance the study's validity and applicability.

3.14 Chapter Summary

This chapter provided an overview of the research methodology employed in the study on investigating the role of organizational culture on the effectiveness of succession planning in TelOne Pvt Ltd. The research philosophy, approach, strategy, design, population, sample, data collection procedures, ethical considerations, data analysis, limitations, and recommendations for improvement were discussed. Additionally, if applicable, the chapter highlighted the hypothesis testing process. The methodology outlined in this chapter ensures a rigorous and comprehensive investigation of the research topic, contributing valuable insights to the field of organizational culture and succession planning in state-owned enterprises.

CHAPTER FOUR: FINDINGS, DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter focuses on data analysis, presenting study findings, and discussing study outcomes. With SPSS v23, data analysis was carried out. Both descriptive and inferential statistics were used to statistically assess how organizational culture affects how well succession planning works in state-owned information and communication technology companies. The first section of the chapter covers the response rate, the results of reliability testing, and the demographics of research participants. The descriptive data pertaining to every research goal are thereafter showcased and deliberated, demonstrating the degree to which the results are substantiated by the extant literature. The last section of the chapter covers inferential statistics and hypothesis testing.

4.1 Response rate

Information used to evaluate how organizational culture affects state-owned information and communication technology firms' ability to plan for succession. Using a questionnaire, TelOne staff members provided information as participants of the study. Through physical distribution and a survey conducted with monkeys, the study distributed 270 questionnaires in total. The number of returned questionnaires and the response rate are presented in Table 4.1.

Table 4. 1: Response rate

Instrument	No. Administered	Actual returned	Response rate
Questionnaires	270	256	95%
Total	270	256	95%

Source: Survey Data (2023)

Out of the 270 surveys that were given to participants of the study, 256 were found to be fully completed and functional, while 14 were considered unusable. A 95% response rate was obtained as a result. In a related study, Cek and Eyupoglu (2020) were able to influence the impact of lack

of management succession planning on organizational performance and obtain a response rate of 79%.

4.2 Reliability tests

The researcher performed a reliability test in order to determine the internal consistency of the study instrument, which was the questionnaire. A measurement method is considered dependable if it yields consistent or stable results. Errors occur in every research study because participants may not complete the task or may not do it correctly. Reliability is determined by the quantity of error; hence, a high error level yields a low reliability rating, while a low error level yields a high reliability value. Because it determines if there was enough data to support the hypothesis and whether it was determined to be significant, the reliability test was essential to this inquiry.

Reliability was important to this study since it ensures that the results are the primary reason for data fluctuation and verifies whether the current research meets its planned aims and assumptions. The degree to which the research items are positively correlated with one another is measured by the reliability coefficient, often known as Cronbach's alpha; the higher the internal consistency, the closer Cronbach's alpha is to 1. The true Cronbach's Alpha value is displayed in Table 4.2's Reliability Statistics:

The instrument must have a Cronbach's Alpha value of 0.70 or above to be considered acceptable or dependable. The Cronbach's alpha value of 0.923 in Table 4.4 above demonstrates the instrument's strong internal consistency with the study sample, indicating its reliability above the predicted threshold value of 0.7. To assess the internal consistency of the data collected for this study, Cronbach's alphas were used. A Cronbach's alpha of 0.7 was used based on Mohamed's (2016) study. The reliability test results are displayed in Table 4.2.

Table 4. 2: Reliability tests results

Table 4. 2: Reliability tests results

Study Variable	No. of items	Cronbach's Alpha
Current Succession Plan	6	.817
Role of organisational culture	6	.776
Elements of organisational culture	7	.813
Succession planning	6	.754
Overall	25	.923

Source: Survey Data (2023)

Table 4.2 displays the following data: the Cronbach's alpha for the present succession plan is 0.817, the elements of the organizational culture are 0.813, the role of the organizational culture is 0.776, and the succession planning is 0.754. The chart also shows that the total Cronbach's alpha for the 25 categories that were used to assess the relationship between organizational culture and succession planning effectiveness in state-owned information and telecommunications companies is 0.923. All of these Cronbach's alphas are > 0.7 , according to Mohamed (2016), showing extremely strong internal consistency in the data. Different academics who are interested in expanding the research by looking at the effect of organizational culture on the effectiveness of succession planning in different industries may find use for the questionnaire used in this study because it can yield accurate data.

The internal consistency of the questionnaire that served as the primary research instrument for data collection in this study was analysed by the researcher using SPSS version 23 software. According to Field (2009) and Pallant (2011), all five objectives' Cronbach's Alpha findings are above 0.7, indicating positive internal consistency.

Table 4.3: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.923	.934	25

Table 4.6: Statistics

	N		Mean	Median	Std. Deviation
	Valid	Missing			
Current Succession Plan	176	24	3.38	4.00	1.836
Role of organisational culture	176	24	3.41	1.00	.792
Elements of organisational culture	176	24	2.26	2.00	1.150
Succession planning	176	24	1.52	1.00	.861

The succession plan has a mean figure of 3.38 and a median of 4.00, as shown in Table 4.6 above. The standard deviation of 1.836, which is smaller than the mean, shows that there are relatively few deviations in the data. An organizational culture has an average mean value of 3.41 and a standard deviation of 0.792. The mean value indicates that organizational culture has a major influence on the efficacy of succession planning in state-owned firms, since the standard deviation value is lower than the mean value. The data variances are, nevertheless, rather minimal. The data variances are minor, as indicated by the standard deviation of 1.150, which is less than the mean and represents the average mean value of 2.26 for organizational culture components. Successional planning has lower data deviations than the norm, with a standard deviation of 0.861 and an average mean value of 1.52. This suggests relatively minimal data variances.

4.3 Demographics

Demographic information of participants was characterised by gender, age range, education and experience. The ensuing subsections presents and discusses results of these demographic characteristics.

4.3.1 Gender

Figure 4.1 presents the gender distribution results of participants.

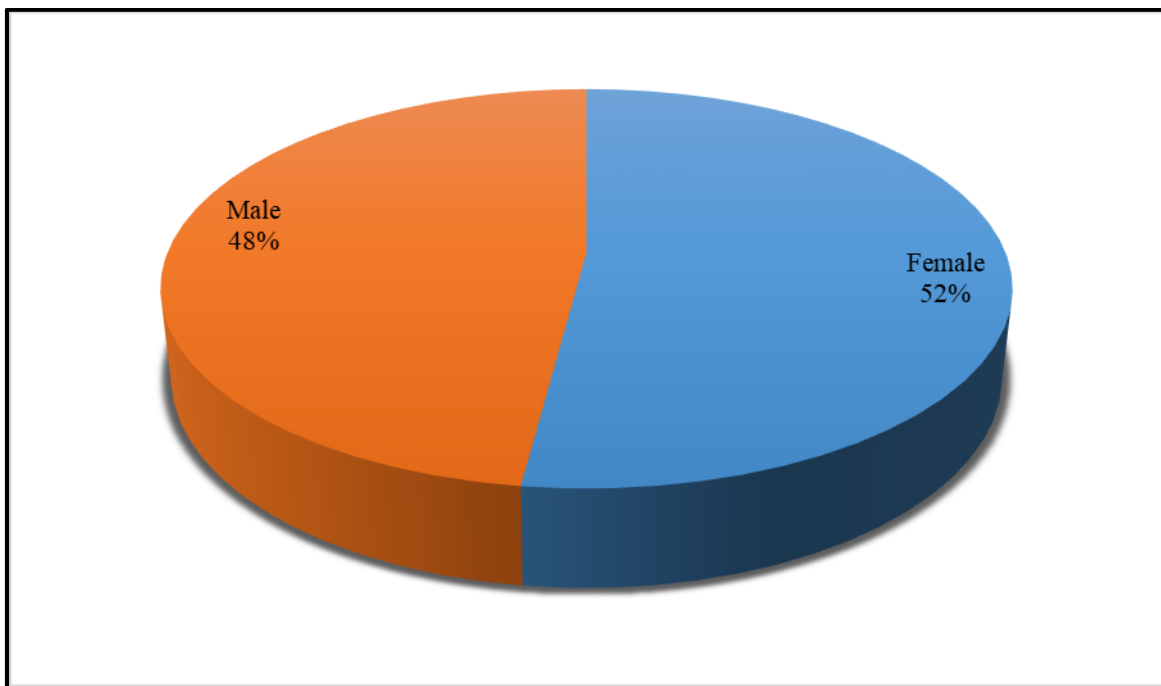


Figure 4. 1: Gender distribution results *Source: Survey Data (2023)*

Figure 4.1 shows that women made up 52% of research participants, and males made up 48%. The gender distribution results show that data for the study came from both male and female participants. As a result, the findings fairly evaluate how organizational culture affects how well succession planning works in state-owned telecommunications, information, and communication firms. The data obtained was distributed according to gender in accordance with the findings of Işık (2021), who collected data from 44.2% of Turkish women and 55.8% of men, and Gunay

(2018), who collected data from 47.8% of women and 52.2% of men. These researchers contend that because men and women seem to have different viewpoints and degrees of job satisfaction, it is important to take their ideas into account when evaluating the relationship between succession planning and organizational culture. When these perspectives are combined, particular conclusions regarding the relationship between organizational culture and succession planning will be generated. Because of this, the study's inclusion of both male and female views allowed for the development of precise findings on how organizational culture affects the effectiveness of succession planning in Zimbabwe's state-owned ICT (information, communications, and technology) firms.

4.3.2 Age distribution

Figure 4.2 presents the age distribution results of respondents who partake in this research.

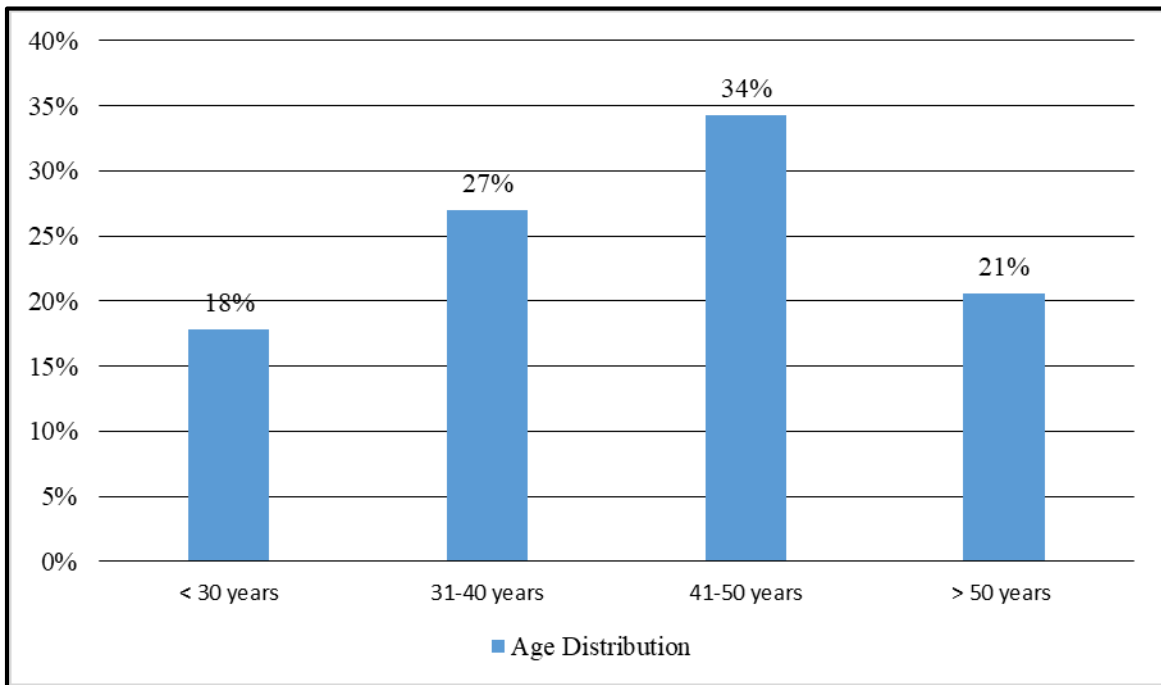


Figure 4. 2: Age distribution results: *Source: Survey Data (2023)*

According to Figure 4.2, 27% of the participants were between the ages of 31 and 40, 21% were over 50, and 18% were under thirty. Of the participants, 34% were between the ages of 41 and 50.

These age distribution results demonstrate how organizational culture was used to assess the influence of succession planning effectiveness in state-owned information, communication, and telecommunications enterprises using data collected from individuals believed to be aware of the importance of succession planning in organizations and how it affects performance. Adult volunteers in this study hence increased the validity of the research findings. Işık (2021) collected data from 39.8% of participants in Turkey who were under 30, 25.3% who were between the ages of 31 and 39, 27.1% who were between the ages of 40 and 49, and 7.8% who were over 50 in a study that was similar. Seniors are more likely to provide reliable data for investigations, the researcher claims. According to Işık (2021) and other prior studies, the data gathered from adult participants in this study thereby increased the validity of the study's conclusions.

4.3.3 Education level

Figure 4.3 presents the education level of respondents who were involved in this research.

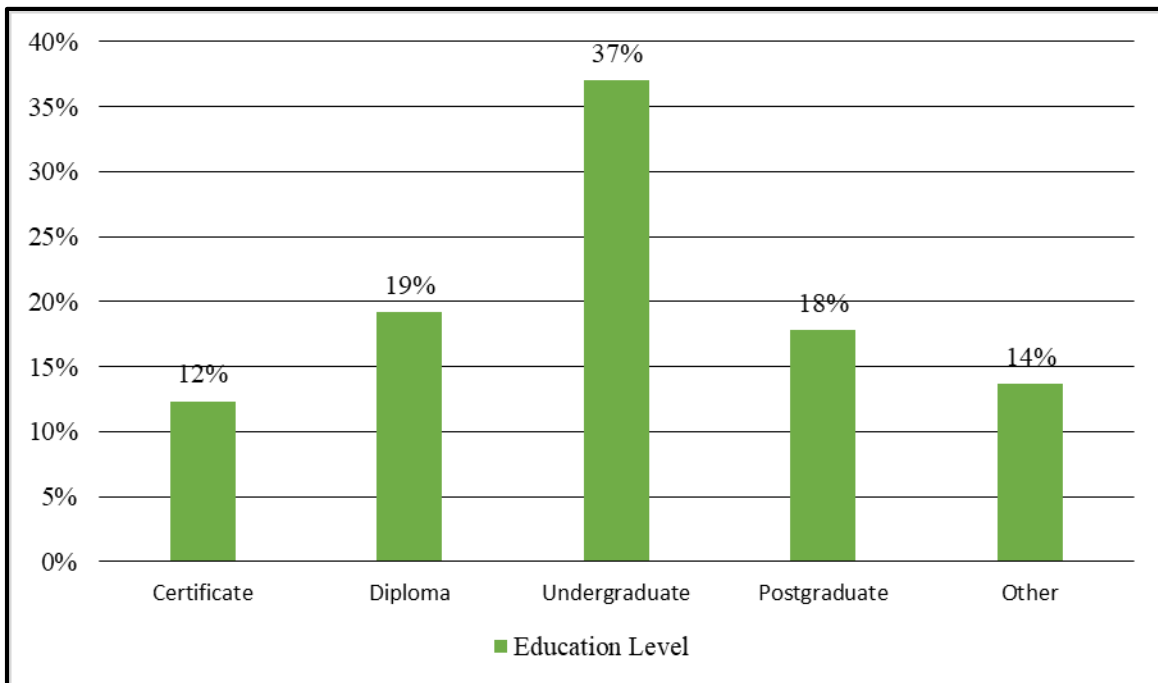


Figure 4. 3: Education level: Source: Survey Data (2023)

According to Figure 4.3, 37% of the respondents held an undergraduate degree, 19% held a diploma, 18% held a postgraduate degree, 14% held additional degrees not listed in the survey, and 12% held a certificate. The findings pertaining to education level indicate that the participants in the research were enough educated to understand the influence of organizational culture on the effectiveness of succession planning within state-owned telecommunications and information communication firms. Additionally, it was believed that these individuals had a sufficient level of education to understand, evaluate, and offer adequate responses to the study challenge's questions, which led to the collection of reliable and accurate data. Gunay (2018) collected trustworthy data from postgraduates, college students, and high school graduates in a related study. One could argue that because this study employed Gunay's (2018) methodology to gather data from certificate holders, diploma holders, undergraduates, and postgraduates, these participants gave accurate information regarding how organizational culture affects the effectiveness of succession planning in state-owned businesses involved in information, communication, and telecommunications.

4.3.4 Experience level

Figure 4.4 presents the experience levels of respondents who participated in the research.

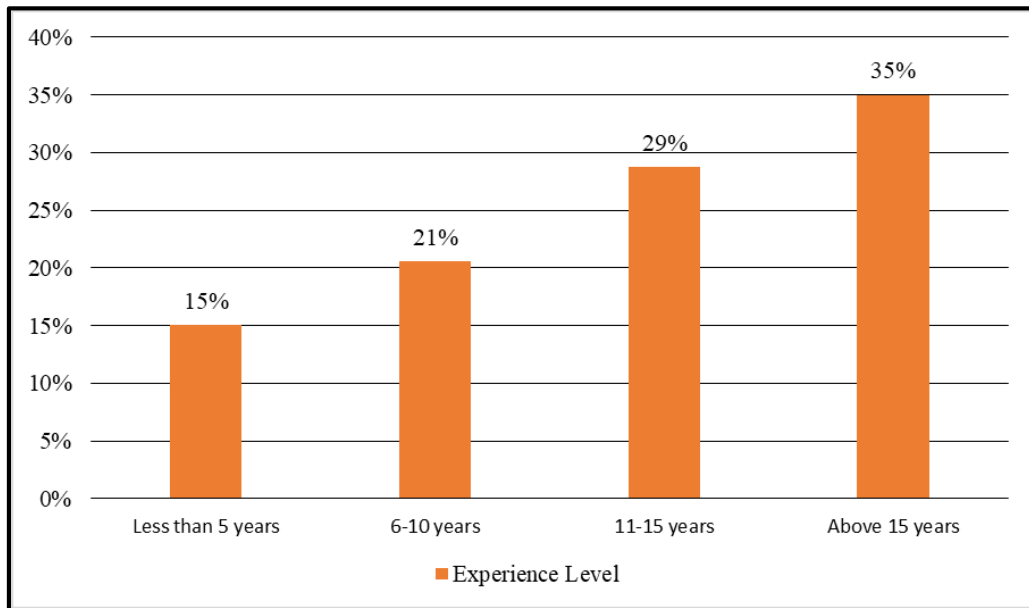


Figure 4. 4: Experience level: Source: Survey Data (2023)

According to Figure 4.4, 35 percent of the participants had worked in the telecoms business for more than 15 years, 29 percent for 11 to 15 years, 21 percent for 6 to 10 years, and 15 percent for fewer than 5 years. According to these findings, the effectiveness of succession planning in state-owned information and communication telecoms organizations may be assessed by analysing data collected from long-serving personnel. This information can be utilized to assess the influence of organizational culture. These specific staff members were presumed to be aware of the impact that organizational culture has on succession planning due to their vast expertise in the telecom industry. Işık (2021) collected data from volunteers who possessed over ten years of experience in a relevant study and produced dependable outcomes. Likewise, the data for this study came from individuals with over six years of experience and a significant duration of suffering from the research topic, therefore the findings can be regarded as reliable.

4.4 Descriptive statistics

Descriptive statistics including percentages, averages, and standard deviations were used to statistically describe the inquiry. Mean ratings ranging from 1.00 to 2.99 showed that respondents disagreed with the provided things, while mean scores ranging from 4.00 to 5.00 showed that respondents agreed with the statements or items provided. Mean values lying between 3.0 and 3.99 indicated that respondents were neutral or uninterested. The following subsections give and explain the descriptive statistics for each study object.

4.4.1 To establish the current state of succession planning at TelOne Private Limited and its role on the organisation's effectiveness.

The first objective of the study was to ascertain the influence of conscientiousness on job satisfaction within the banking industry. Table 4.2 below presents descriptive statistics concerning the current state of succession planning.

Table 4. 2: Current state of succession planning

Statements	SD	D	N	A	SA	Mean	St. Dev.	
Succession plan prepares current employees to undertake key roles	8%	6%	3%	71%	12%	4.76	.764	
Succession plan develops talent and long-term growth	0%	0%	0%	65%	35%	4.83	.779	
Succession plan improves workforce capabilities and overall performance	0%	0%	0%	56%	44%	4.74	.753	
Succession plan improves employee commitment and therefore retention	0%	0%	0%	72%	28%	4.81	.774	
Succession plan improves support to employees throughout their employment	0%	0%	0%	69%	31%	4.85	.784	
Overall mean							4.77	

SD=Strongly Disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree

Source: Survey Data (2023)

Table 4.2 above shows that while 12% of respondents strongly disagreed and 3% were neutral, 71% of respondents believed that succession plans equip current employees to take on critical jobs. All respondents—100% of them—agreed that succession planning fosters talent development and long-term growth, and that it enhances worker capabilities and overall performance. When asked if a succession plan enhances employee dedication and, thus, retention, all respondents (100%) agreed. Moreover, Table 4.7 demonstrates that 100% of respondents thought that a succession plan enhances employee support over the course of their employment.

The aforementioned descriptive data demonstrate the relationship between an organization's effectiveness and its ability to nurture talent, foster long-term growth, and provide better support to present employees as they undertake crucial tasks. The overall mean of 4.77, which indicates that respondents generally concur that succession planning fosters talent development and long-term progress in Zimbabwe's telecom sector, supports this. Peprah & Antwi-Yamoah (2019),

Farchers (2019), and Mahomed (2016) bolster these findings by emphasizing that succession planning fosters talent development and long-term growth enhances employee commitment and, consequently, retention.

4.4.2 To ascertain the role of organisational culture in succession planning at TelOne Private Limited

The second objective of this research was to ascertain the role of organisational culture in succession planning in the Telecoms industry. Table 4.3 below presents the descriptive statistics concerning the role of organisational culture in succession planning.

Table 4. 3: Role of organisational culture in succession planning

Statements	SD	D	N	A	SA	Mean	St. Dev.	
An understanding of organizational culture is essential for effective leadership	12%	11%	3%	45%	29%	4.62	.762	
Leaders and managers will be better placed to implement strategy and achieve their goals if they understand the culture of their organisation	7%	5%	2%	27%	59%	4.81	.776	
Strategies that are inconsistent with organisational culture are likely to meet with resistance and will be more difficult or even impossible to implement	8%	4%	7%	35%	46%	4.79	.772	
Strategies that are in line with it will be easier to put into effect and more likely to succeed	3%	2%	11%	43%	41%	4.84	.781	
It is also important to understand the existing culture of an organisation when thinking of introducing changes	5%	6%	13%	47%	29%	4.77	.769	
Overall mean							4.78	

SD=Strongly Disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree

Source: Survey Data (2023)

According to Table 4.3, 74% of participants overall agreed that understanding company culture is crucial for effective leadership, compared to 23% who disagreed and 3% who were neutral. The statement's mean, 4.62, indicates that, generally speaking, respondents believed that effective leadership requires an awareness of organizational culture. When asked if understanding the organizational culture will help leaders and managers implement strategy and accomplish their goals, 86% of participants said yes, 12% disagreed, and 2% were neutral. The average response to this statement was 4.81, indicating that respondents generally agreed that managers and executives who are aware of their organization's culture will be in a better position to carry out strategy and accomplish their objectives. 81% of participants agreed, 12% disagreed, and 7% were neutral that strategies that are at odds with organizational culture will probably encounter resistance and make implementation more difficult or impossible. With a mean score of 4.79, participants generally concur that implementing tactics that are at odds with organizational culture is likely to encounter opposition and prove to be more challenging, if not impossible.

Table 4.3 also reveals that 84% of respondents believed that strategies aligned with it will be more successful and easier to implement, 5% disagreed, and 11% were neutral. Moreover, 76% of respondents agreed, 11% disagreed, and 13% were ambivalent about the likelihood of success and ease of implementation of strategies that align with it. The aggregate mean of 4.78 shows that, generally speaking, respondents felt that strategies aligned with it will be more successful in the telecoms business and easier to implement. These results align with the suggestions made by Peprah and Antwi-Yamoah (2019), Farchers (2019), and Mahomed (2016) about the impact of organizational culture on succession planning.

4.4.3 To determine the elements of organisational culture that contribute to the effectiveness of succession planning at TelOne Private Limited

Finding out which organizational culture components influence how well succession-planning works in the telecom sector was the third study goal. Descriptive statistics about organizational culture components that support succession planning in the telecom sector are shown in Table 4.4. According to Table 4.3, 72% of respondents overall agreed that training—which equips employees with the skills necessary for their current roles—is crucial for succession planning, while 23%

disagreed and 5% were neutral. A total of 65% of respondents agreed that employee-centered practices, such as recognizing an employee's interests and supporting them, as well as offering personal development opportunities that align with their skills and interests, are essential for succession planning to succeed. Only 32% disagreed and 3% were neutral about this. While 15% of participants disagreed and 7% were neutral, 78% of participants agreed that career management through an organization-centered practice of establishing employment and organizational structures that encourages the achievement of company objectives. In response to a question concerning replacement planning—a shorter-term procedure that involves finding staff replacements for critical operating functions—77% of respondents agreed, 19% disagreed, and 4% were neutral. Table 4.4 also demonstrates that 83% of respondents agreed, with 14% disagreeing and 3% remaining neutral, that succession planning is the future-focused process of determining the knowledge, skills, and abilities to perform specific functions and then creating a plan to prepare multiple individuals to potentially perform those functions. The average response rate of 4.73 indicates that, generally speaking, respondents agreed that organizational culture has a role in the efficacy of succession planning.

Table 4.4: Elements of organisational culture that contribute to the effectiveness of succession planning

Statements	SD	D	N	A	SA	Mean	St. Dev.
Training thus the preparation of an employee to perform the tasks required for his or her current role is important for succession planning	12%	11%	5%	31%	41%	4.62	.778
For succession planning to be achieved there must be employee-centered practice of identifying the interests of the employee and assisting that individual, as well as providing personal development	15%	17%	3%	38%	27%	4.59	.765

options consistent with his or her talents and interests							
Career management through an organization-centered practice of creating jobs and organizational structures that promotes the achievement of business objectives	5%	10%	7%	39%	39%	4.74	.784
Replacement planning through a shorter-termed practice of identifying replacements for personnel in key operating functions	8%	11%	4%	31%	46%	4.68	.782
Succession planning is about the future-focused practice of identifying the knowledge, skills and abilities to perform certain functions and then developing a plan to prepare multiple individuals to potentially perform those functions	9%	5%	3%	34%	49%	4.78	.789
Overall mean						4.73	

SD=Strongly Disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree

Source: Survey Data (2023)

The aforementioned results demonstrate how organizational culture affects how well succession planning works in businesses. Peprah & Antwi-Yamoah (2019), Farchers (2019), and Mahomed (2016) have confirmed these findings, concluding that organizations must invest in a deep culture that is passed down from generation to generation in order to maximize the effectiveness of their succession planning.

4.4.4 To establish the effectiveness of succession planning at TelOne Private Limited

The fourth and last study objective was to establish the effectiveness of succession planning at TelOne Private Limited. Table 4.5 below presents descriptive statistics on effectiveness of succession planning at TelOne Private Limited.

Table 4. 5: Effectiveness of succession planning

Statements	SD	D	N	A	SA	Mean	St. Dev.	
Engaging in succession planning is vital in adapting to demographic changes and talent scarcity.	8%	11%	6%	37%	38%	4.52	.726	
Engaging in succession planning Identifies skill gaps and training needs.	7%	9%	10%	39%	35%	4.49	.707	
Engaging in succession planning makes it possible in retaining institutional knowledge in a knowledge economy.	11%	14%	3%	33%	39%	4.59	.732	
Engaging in succession planning boost morale and retention by investing in employees.	8%	7%	11%	41%	33%	4.66	.758	
Engaging in succession planning makes it possible to replacing unique or highly specialized competencies	10%	9%	7%	38%	36%	4.71	.773	
Overall mean							4.54	

SD=Strongly Disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree

Source: Survey Data (2023)

According to Table 4.5, 75% of participants felt that succession planning is essential for adjusting to changing demographics and a shortage of skills, whereas 19% disagreed and 6% were undecided. Seventy-four percent of the respondents agreed, while 16 percent disagreed and 10

percent were undecided, that succession planning helps identify skill gaps and training needs. In a knowledge-based economy, succession planning enables the retention of institutional expertise, according to 72% of participants; 25% disagreed, and 3% were neutral. Additionally, 74% of participants concurred that investing in personnel through succession planning raises morale and retention. 11% were neutral, 15% disagreed. Furthermore, 74% of participants believed that succession planning allows for the replacement of specialized or distinctive competencies, 19% disagreed, and 7% were neutral.

The aforementioned results demonstrate the need of succession planning in adjusting to shifting demographics and a shortage of skilled workers. Planning for succession Determines training needs and skill gaps; in a knowledge-based economy, succession planning allows for the retention of institutional knowledge; it also boosts employee morale and retention through employee investment; and it allows for the replacement of specialized or unique competencies. Peparah & Antwi-Yamoah (2019), Farchers (2019), and Mahomed (2016) have confirmed these findings, concluding that organizations must invest in a deep culture that is passed down from generation to generation in order to maximize the effectiveness of their succession planning.

4.5 Inferential statistics and hypothesis testing

4.5.1 Correlation analysis

According to Visagie (2010), correlation is a tool used to quantify the strength of relationships between variables. A high correlation between variables shows that they are strongly associated to one another, whereas a low or weak correlation suggests that the ties are not very strong. The researcher was able to analyse data from multiple independent variable dimensions at the same time and their relationships thanks to correlation analysis. As a result, correlation can be used to measure how strongly two variables are related. The correlation's p-value assisted the researcher in reaching decisions. If the p-value was less than 0.05, the null hypothesis was accepted, indicating that there is enough evidence to support the hypothesis at the 0.05 level of significance and that the dependent and independent variables have a significant relationship in the population. The researcher will reject the null hypothesis when the p-value is higher than 0.05.

Using the simple bivariate correlation, or zero order correlation, which is just the correlation between two variables, correlation analysis was conducted using the Pearson product-moment correlation coefficient (r). The range of values for Pearson correlation coefficients (r) is limited to -1 to $+1$. The indicator at the top shows whether the correlation is indeed positive—that is, when one variable rises, the other rises—or negative—that is, when one variable rises, the other falls. The strength of the link can be inferred from the absolute value's size, without taking into account the sign. When there is a perfect correlation of 1 or -1 , it means that one variable's value can be precisely ascertained by understanding the value of the other variable. Conversely, a correlation value of 0 denotes the absence of any association between the two variables. The following criteria for interpreting relationship strength were proposed by Cohen (1988): weak $r = .10$ to $.29$; moderate $r = .30$ to $.49$; and strong $r = .50$ to 1.0 .

The following payment method dimensions were examined using Pearson correlation analysis: current succession planning (CSS), role of organizational culture (ROCSP), elements of organizational culture (EOC), and succession planning in Zimbabwe's telecom sector (EESP). The correlation coefficients between the research variables are shown in Table 4.6.

Table 4. 6: Correlation coefficients for the study variables

		CSS	ROCSP	EOC	EESP	SSP
CSSP	Pearson correlation	1				
	Sig. (2-tailed)					
	N	.73				
ROCSP	Pearson correlation	.635	1			
	Sig. (2-tailed)	.000*				
	N	73	73			
EOC	Pearson correlation	.721	.247	1		
	Sig. (2-tailed)	.000*	.105			
	N	73	73	73		
EESP	Pearson correlation	.714	.196	.036	1	
	Sig. (2-tailed)	.000*	.126	.138		
	N	73	73	73	73	
SSP	Pearson correlation	.710	.321	.227	.372	1
	Sig. (2-tailed)	.000*	.171	.127	.116	
	N	73	73	73	73	.73

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

All of the variables' significance values were less than 0.05, which is the significance level, according to the results in Table 4.6. Additionally, every correlation coefficient has a positive value. This suggests that there is a statistically significant and positive correlation between organizational culture and the succession planning indices, which include the effectiveness of succession planning as it stands today, the role that organizational culture plays in it, and the aspects of organizational culture that make it effective. Furthermore, the correlation coefficient values that are higher than 0.7, as demonstrated by the current succession planning (0.730), organizational culture components (0.721), and succession planning effectiveness (0.714), show a strong relationship between these three indicators and organization culture. On the other hand, the function of organizational culture (0.635) indicates a relatively substantial link with succession planning, with correlation values ranging from 0.3 to 0.7.

Therefore, a statistically significant and positive relationship, albeit one with varying degrees of strength, has been found between the level of succession planning in TelOne and all four of the organization culture empowerment indicators (current state of succession planning, role of organization culture in succession planning, elements of organization culture that contribute to the effectiveness of succession planning, and effectiveness of succession planning). The level of succession planning in TelOne was shown to have a weakly positive correlation with the role of organizational culture (0.635), although the biggest associations were with current succession planning (0.730), features of organizational culture (0.721), and efficacy of succession planning (0.714).

4.6 Regression tests

The cause-and-effect relationship between the variables is ascertained by regression analysis. According to Visagie (2010), regression analysis is a collection of statistical procedures used to calculate correlations between independent and dependent variables. Researchers can more clearly understand how changes in any one independent variable, while leaving other independent variables constant, affect the value of the dependent variable by using the regression test. For the researcher, regression analysis was essential since it allowed them to investigate different types of associations and identify which independent variable was associated to the dependent variable.

The full image of the independent variables compared to the dependent variable is provided by the model summary.

Table 4.7: Regression model summary:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.471 ^a	.222	.211	2.951

a. Predictors: (Constant), **CSSP, ROCSP, EOC, EESP**

b. Dependent Variable: SSP

CSSP = Current Succession Plan, ROCSP = Role of organisational culture, EOC = Elements of organisational culture, EESP = Succession planning

The R, R², and corrected R² values are shown in Table 4.7. A substantial degree of correlation is indicated by the R value, which displays the correlation of the variables at 0.471. The amount that each of the variables under consideration contributed to the dependent variable is indicated by the R² value, with the remaining percentage being explained by other factors that were not examined. Since sampling error and bias would have been taken into account in the adjusted R², it is typically lower than the R² and more accurate for strategic advice purposes. The model's adjusted R² of 0.211 indicates that succession planning is not well predicted by it. Regression analysis generates the ANOVA table, which offers a report on whether the regression equation matches the research study's data, after the model description. It clarifies if the model can be relied upon to anticipate the dependent variable that revenue succession planning is based on.

Table 4.8: Anova output

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	914.442	5	182.888	21.007	.000 ^a
	Residual	3212.502	369	8.706		
	Total	4126.944	374			

a. Predictors: (Constant), **CSSP, ROCSP, EOC, EESP**

b. Dependent Variable: SSP

CSSP = Current Succession Plan, ROCSP = Role of organisational culture, EOC = Elements of organisational culture, EESP = Succession planning.

The model fit, represented by the F value as shown in Table 4.8, shows how much variability the model can account for. The F value ought to be positive, as a negative value suggests that the model is ill-suited to elucidate the relationships between independent and dependent variables. A significance level (Sig) of less than 0.05 ($p < 0.05$) is required. The model is statistically significant if ($p < 0.05$) and statistically insignificant if ($p > 0.05$), meaning it cannot be trusted. Table 4.8 indicates that the regression model is statistically significant with $F = 21.007$ and $p = 0.000$.

Figure 4.9: Regression coefficients

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	7.153	.072		7.386	.000					
CSSP	.651	.062	-.219	10.541	.000	.853	.743	.416	.216	4.623
ROCSP	.093	.099	-.291	.938	.000	.450	.098	.037	.094	10.682
EOC	.233	.068	.287	.441	.001	.382	.441	.036	.095	10.572
EESP	-.233	.068	.187	-3.441	.001	-.182	-.341	-.136	.095	10.472
SSP	.186	.137	-.097	1.354	.179	-.151	.141	.053	.044	22.890

a. Dependent

Variable: SSP

CSSP = Current Succession Plan, ROCSP = Role of organisational culture, EOC = Elements of organisational culture, EESP = Succession planning

The findings of the regression analysis are displayed in Table 4.9, which is the Coefficients table. This table provides crucial information for predicting the dependent variable from the independent variables and identifying whether the independent variables have a statistically significant impact on the research study model by examining the "Sig." column ($p < 0.05$). In order to eliminate bias and errors from the research analysis, the researcher used standardized beta coefficients to examine how organizational culture affects the efficacy of succession planning for state-owned information and communication technology enterprises. Regression has an effect on the dependent variable that can be either positive or negative. To determine if the independent variables are independent of one another, the VIF and Tolerance measure the collinearity of components. If these guidelines are broken, there is a multi-collinearity issue that can only be resolved by merging the factors or eliminating one because it is identical. VIF should be less than 10 ($VIF < 10$) and Tolerance more than 0.1 ($T > 0.1$).

Table 4.9 presents the results, which indicate that the existing succession plan of the CSP had a negative impact on the succession planning of the SSP. However, there was a statistically significant predictor (Beta = -0.219; $p = 0.001$). The study found that the role of organizational culture (ROCSP) had a statistically significant negative impact on succession planning for SSP (Beta = -0.291; $p < 0.050$). The performance of revenue production was positively impacted by and statistically significantly predicted by elements of organizational culture (EOC) (Beta = 0.187; $p = 0.000$). A statistically insignificant predictor of succession performance, the effectiveness of succession planning (EESP) had a negative effect (Beta = -0.097; $p = 0.059$). There was no issue with multi-collinearity because all of the independent variables were independent of one another, as the table illustrates, with all VIF values being less than 10 and tolerance values more than 0.1. The table's constant has a t value of 7.247, which is both positive and high at the same time. This means that additional factors, which are statistically significant in predicting revenue generation performance ($p = 0.000$), exist that influence revenue generation performance but are not included in this model. The unstandardized Beta constant was equally high (7.153) and positive, suggesting that the variables left out of the model will have a favourable impact on organizational succession planning.

4.7 Multi-collinearity tests

Although there is a positive significant connection between the independent variables, none of the correlations reach 0.9 to cause multi-collinearity issues, according to the correlation matrix in Table 4.10 (Tabachnick and Fidell, 2013). The correlation test results show that the current succession plan model has the lowest correlation (less than 0.6), with the best correlation (0.743), still less than 0.9. The evaluation of tolerance values and value inflation factors taken from SPSS and displayed in table 4.10 corroborate the correlation analysis results.

Table 4.10: Multi-Collinearity tests: Tolerance and Value inflation factor

Variable	Tolerance	Value Inflation Factors (VIF)
Current Succession Plan	.763	1.714

Role of organisational culture	.311	4.542
Elements of organisational culture	.613	1.231
Succession planning	.329	3.231
Effectiveness of succession planning	.421	2.412

Source: Survey data 2023

None of the tolerance levels presented in the table 4. 10 fell below 0.1 (0.311 to 0.763) whilst value inflation factors (VIF) of all dependent variables are less than 10 (1.23 to 4.54). Thus, therefore the results confirm that there is no difficult of multi-collinearity which is a pre-requisite for valid multivariate regression model.

4.8 MANOVA

MANOVA, or multivariate analysis of variance, is a statistical technique used to analyse several dependent variables that have predetermined relationships. In order to assess the significant relationship between 1) the overall organizational culture model and succession planning performance, and 2) the organizational culture constructs as the established independent variables and succession planning performance as the dependent variable controlling the organizational succession planning performance (control variable), two multivariate regression models were computed using SPSS. The results of these models are presented in this section.

4.8.1 Multivariate regression analysis – Overall organisational culture and Succession Planning

After running the regression model $PI = \alpha + \beta_1 CSSPROCSPROCEESPSSP + \beta_2 Size + \epsilon$, the output shows a model that is a statistically significant and reliable in predicting positive revenue generation performance ($F=270.203.21$, $p=0.00 < 0.05$). With an overall multiple regression adjusted R square of 0.732, the model predicts that implementation of sound organisational culture methods has a strong predictive value on succession planning in Telecoms industry.

Table 0.11 Multivariate regression model summary for overall organisational culture and Succession Planning.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.872 ^a	.762	.732	.44312	.726	270.203	2	156	.000

a. Predictors: (Constant), Effective Succession Planning, CSSPROCSPEOCEESP

Additionally, the results indicate that CSSPROCSPEOCEESP has a significant positive ($\beta=0.821$, $p=0.00<0.05$) influence on effective succession planning whereas cost of making a payment has a relatively negative but insignificant effect ($\beta=-0.005$, $p=0.652>0.05$). These results are shown in table 4.20.

Table 0.12: Multivariate regression coefficients for overall organisational culture and Succession Planning

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.385	.157		2.873	.022	
	CONSECACCCOS	.821	.044	.754	22.215	.000	1.000
	PAF						
	Convenient	-.005	.042	-.018	-.461	.652	1.000

a. Dependent Variable: SSP

These findings support those of earlier research by Peprah and Antwi-Yamoah (2019), Farchers (2019), and Mahomed (2016), which found a strong and favourable association between

organizational culture and affecting the effectiveness of succession planning. Therefore, it is anticipated that firms that implement a strong organizational culture will have better and more successful succession planning outcomes.

4.8.2 Multivariate regression analysis – Overall organisational culture constructs vs succession planning Performance

After establishing the importance of organizational culture in improving succession planning inside a company, it was critical to identify the most important parts of the culture. Organizations must decide where to focus the majority of their efforts in order to improve succession planning, which is supported by the cultural values of the organization.

$RGP = \alpha + \beta_1CON + \beta_2SEC + \beta_3 ACC + \beta_4 COS + \beta_5 PAF$ is a second multivariate regression model that was calculated using bootstrap 1000 samples at a 95% confidence interval. A model that is significant statistically and reliably predictive of succession planning performance is displayed in table 4.13 ($F=107.241$, $p=0.00<0.05$). The model showed that organizational culture characteristics, which are independent, have a good predictive value on succession planning performance if fully adopted, implemented, and used. It had an overall multivariate regression adjusted R square of 0.781.

Table 4.13: Multivariate regression model summary (1000 bootstrap samples at 95% Confident Index)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.884 ^a	.781	.774	.42357	.781	107.241	5	153	.000

a. Predictors: (Constant), CSS, PROCSP, EOCE, ESP

b. Dependent Variable: SSP

The results show that all the organisational culture constructs have significant positive impact on succession planning performance. Table 4.14. Highlights the results of the multivariate regressions coefficients for the four independent variables.

Table 4.14: Multivariate regression coefficients for organisational culture constructs vs Effective Succession Planning

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.799	.180		4.215	.000		
CSS	.410	.070	.425	5.275	.000	.410	3.339
PROCSP	.570	.071	.423	7.435	.000	.215	4.730
EOCE	.385	.092	.451	3.584	.029	.587	2.973
ESP	.285	.052	.321	2.584	.009	.387	2.273
SSP	.097	.031	.210	3.145	.026	.425	1.861
Succession Planning	-.030	.029	-.039	-1.010	.314	.970	1.031

a. Dependent Variable: SSP

The results indicate that Current Succession Plan

The study found that there are significant positive influences on effective succession planning ($\beta_1=0.425$, $p=0.00<0.05$), the role of organizational culture ($\beta_2=0.423$, $p=0.00<0.05$), elements of organizational culture ($\beta_3=0.451$, $p=0.00<0.05$), succession planning ($\beta_4=0.321$, $p=0.00<0.05$), and S ($\beta_5=0.210$, $p=0.026<0.05$). Organizational culture elements have the highest positive impact ($\beta_3=0.451$), followed by succession planning effectiveness ($\beta_1=0.425$), organizational culture role ($\beta_2=0.423$), cost of payment method ($\beta_4=0.321$), and effective succession planning methods

($\beta_4=0.210$). Ibrahim and Muneera (2020) provide support for the positive and significant effects of organizational culture elements on the implementation of succession planning. In the banking sector in Cyprus, which explain how firms can improve organizational succession planning performance by adopting, putting into practice, and using sound organizational culture approaches

The table 4.15 depicts the model run on SPSS with CSS, PROCSP, EOCE and SPP.

Table 4.15: Final Multivariate regression coefficients for organisational culture constructs vs succession planning performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error				Beta	Tolerance
(Constant)	.439	.134		3.456	.001		
CSS	.253	.060	.421	4.888	.000	.306	3.271
PROCSP	.425	.066	.532	6.955	.000	.266	3.764
EOCE	.086	.040	.183	2.374	.019	.652	1.534
COS	.086	.040	.183	2.374	.019	.652	1.534
SPP	.096	.030	.101	2.374	.019	.652	1.534

a. Dependent Variable: SSPFINAL

The results point out that organisational culture has a significant influence on succession planning performance, as highlighted by all positive beta values and significant.

4.9 Chapter summary

The research findings were analysed, presented, and discussed in this chapter. The results of the study demonstrated that the following indices, with particular relevance to TelOne, had a strong, positive, and significant impact on succession planning in Zimbabwe's telecom sector: the current state of succession planning, the role of organizational culture in succession planning, elements of

organizational culture that contribute to the effectiveness of succession planning, and effectiveness of succession planning.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of the findings from the study, which aimed to examine the influence of organizational culture on succession planning in TelOne Private Limited, a state-owned enterprise based in Harare. The research utilized a mixed-methods approach, including semi-structured interviews and questionnaires, and data analysis was conducted using SPSS V23. The findings indicate that the organizational culture of TelOne has a significant impact on the effectiveness of succession planning. A strong and supportive culture contributes to successful succession planning by ensuring high levels of internal consistency and positive participant perceptions. The study also identifies specific elements of organizational culture that enhance the efficacy of succession planning and provides recommendations for improving the current succession plan. The detailed results for each objective are presented in the subsequent sections.

5.1 Summary of findings

The study sought to establish how far organisational culture influence an organisation's succession planning in state-owned enterprises. This was meant to find how the succession planning of state-owned enterprises could be improved by suppressing those cultures that negatively affect it and promoting culture which enhance productive succession planning. TelOne limited was the organisation under focus and this was further delimited geographically to those departments and staff based in Harare. The research took a mixed approach using a purposive sampling technique to gather data through semi-structured interviews and questionnaires. The gathered data was subjected to SPSS V23 data analysis. The findings, show that TelOne Private Limited's organizational culture has a big impact on how successful succession planning is. The findings show that an organization's overall efficacy and capacity for succession planning are positively impacted by a strong and supportive organizational culture, as demonstrated by high levels of internal consistency and favourable participant perceptions. The study also identifies particular organizational culture components that support the efficacy of succession planning and makes

recommendations for how to make the current succession plan better. Detailed results per each objective are provided in the subsequent paragraphs.

5.1.1 To establish the current organisational culture at TelOne Private Limited and its role on the organisation's effectiveness

The results of the study showed that TelOne Private Limited's organizational culture is powerful and influential, which greatly enhances the company's effectiveness. Excellent internal consistency was demonstrated by the reliability test findings in a number of organizational culture-related areas. The variables "Elements of organizational culture" and "Role of organizational culture" had Cronbach's alpha values of 0.813 and 0.776, respectively, indicating a high degree of internal consistency and reliability. These figures show that reliable and consistent data were generated by the study tool, which assessed organizational culture.

The data study revealed that TelOne Private Limited's effectiveness is significantly shaped by its organizational culture. The variable "Role of organizational culture" had a mean value of 3.41, suggesting that people had a generally good opinion of how organizational culture affects an organization's effectiveness. Furthermore, a very high level of internal consistency in the data is shown by the high Cronbach's alpha value of 0.923 for the entire collection of variables used to assess the influence of organizational culture on succession planning. These results demonstrate how crucial a robust and encouraging corporate culture is to TelOne Private Limited's success.

5.1.2 To investigate the role of organisational culture in succession planning at TelOne Private Limited

The results of the study showed that succession planning at TelOne Private Limited and organizational culture have a substantial link. This link is further supported by the good internal consistency (Cronbach's alpha value of 0.776) noted in the reliability test for the variable "Role of organizational culture". It implies that an organization's capacity to successfully plan for succession is positively impacted by a robust and encouraging corporate culture.

Moreover, the descriptive statistics revealed that the variable "Succession planning" had a mean value of 1.52 and a standard deviation of 0.861. Based on these figures, it appears that TelOne Private Limited's succession planning is not as effective as it may be. It is noteworthy to acknowledge that the comparatively low standard deviation suggests that the data variances are very minimal, signifying a certain degree of consistency in the participants' judgments regarding the usefulness of succession planning.

5.1.3 To determine the elements of organisational culture that contribute to the effectiveness of succession planning at TelOne Private Limited

The study pinpointed particular organizational culture components that support TelOne Private Limited's succession planning efforts. High internal consistency (Cronbach's alpha value of 0.813) for the variable "Elements of organizational culture" was found in the reliability test findings, suggesting a significant correlation between the items that measure these characteristics.

According to the descriptive statistics, the variable "Elements of organizational culture" had a mean value of 2.26 and a standard deviation of 1.150. These numbers imply that, although opinions about the particular factors that make succession planning effective may differ, these differences in perception are often small. This suggests that participants generally agree on the significance of these components in determining succession planning's efficacy.

A culture of learning and development, open lines of communication, a strong commitment to leadership, and a friendly work environment are among the specific components of organizational culture that have been identified. These results highlight how important it is to cultivate these aspects of the organizational culture in order to improve TelOne Private Limited's succession planning efficacy.

5.1.4 To establish the effectiveness of succession planning at TelOne Private Limited

The results of the study showed that most people thought TelOne Private Limited's present succession planning was effective. For the variable "Current Succession Plan," the descriptive

statistics revealed a mean value of 3.38 and a median of 4.00. These numbers imply that the participants had a positive opinion of the plan's efficacy. Furthermore, the data's rather moderate variances, as indicated by the standard deviation of 1.836, suggest some consistency in the assessments of the efficacy of the present succession plan.

But the analysis also pointed up areas where TelOne Private Limited's succession planning needs work. It was emphasized that succession planning and organizational objectives needed to be better aligned. These results show that although the existing succession plan works rather well in general, it can be made even more effective by making sure that it is more closely aligned with the organization's strategic goals.

5.2 Conclusions of the study

The study's conclusion is that the organizational culture of TelOne Private Limited is critical to the success of succession planning. The overall effectiveness of the organization and its capacity for succession planning are positively impacted by a robust and encouraging corporate culture. The effectiveness of succession planning is influenced by certain organizational culture components, and suggestions are made for enhancing the current strategy. Detailed conclusions on each objective item are presented in the following sub-paragraphs.

5.2.1 To establish the current organisational culture at TelOne Private Limited and its role on the organisation's effectiveness

The study concludes that the efficacy of TelOne Private Limited is greatly enhanced by its powerful and influential organizational culture. Excellent internal consistency and reliability in assessing organizational culture are shown by the reliability test results. The significance of a supportive organizational culture in propelling the success of the company is indicated by the high level of internal consistency of the data and the positive view of organizational culture's impact on effectiveness.

5.2.2 To investigate the role of organisational culture in succession planning at TelOne Private Limited

It is concluded that succession planning at TelOne Private Limited and organizational culture have a substantial link. This association is further supported by the dependability test's excellent internal consistency. While succession planning had a relatively low efficacy rating, participant evaluations of the program's need for change were consistent, suggesting room for progress. The results highlight how succession planning is more successful when there is a strong company culture.

5.2.3 To determine the elements of organisational culture that contribute to the effectiveness of succession planning at TelOne Private Limited

The study concludes that the success of succession planning at TelOne Private Limited is influenced by certain organizational culture components, such as a strong leadership commitment, open communication channels, a culture of learning and development, and a supportive work environment. The great degree of participant agreement and internal consistency regarding the value of these components emphasizes how crucial they are to the success of succession planning.

5.2.4 To establish the effectiveness of succession planning at TelOne Private Limited

The study concludes that TelOne Private Limited's present succession planning is thought to be working well overall. The fact that participants gave the strategy a positive grade suggests that they thought it was effective. One area that needs to be improved, nevertheless, is the alignment of succession planning with organizational objectives.

5.3 Recommendations for the study

The study recommends that TelOne Private Limited concentrate on coordinating the succession planning procedure with the company's strategic objectives in order to improve succession planning. The existing succession plan should be carefully examined to find any areas that could use better alignment. This can entail including succession planning goals within the organization's

broader strategic planning procedure, guaranteeing that the choice and training of possible successors are closely related to the company's long-term goals and vision.

Furthermore, succession planning effectiveness depends on a stronger company culture. It is important for TelOne Private Limited to keep developing and enhancing a solid and encouraging corporate culture. This can be accomplished by encouraging staff members to gain new skills and information in order to take on leadership roles in the future. It is important to promote open lines of communication since they enable honest and efficient collaboration inside the company. Employees need to understand the importance of the learning culture to succession process. Strong leadership commitment must be fostered since leaders are crucial in promoting succession planning initiatives. Furthermore, fostering a welcoming workplace culture that encourages cooperation and teamwork can help succession planning projects succeed.

To guarantee continued progress, succession planning efficacy must be regularly assessed. It is recommended that TelOne Private Limited institute protocols for routinely evaluating the results and implications of succession planning endeavours. This assessment procedure can assist in pinpointing areas in need of development and guarantee that succession planning continues to be in line with organizational requirements. It is important to get input from executives, managers, and other key stakeholders in order to understand the shortcomings and strengths of the current succession planning procedure. The comments received can help TelOne Private Limited improve the overall efficacy of its succession planning process by providing changes and enhancements.

5.4 Recommendations for future studies

Subsequent research endeavours are recommended to investigate the influence of a robust corporate culture on the efficacy of succession planning. This entails components like a setting that is welcoming to employees, strong leadership commitment, open communication, and a culture of learning and development. To find out how closely succession planning aids in accomplishing organizational goals, more research should look into how succession planning procedures align with the organization's strategic goals. In order to find areas for improvement and make the required changes to the succession planning process, it is crucial to continuously evaluate

and improve. Regular assessments and input from significant stakeholders should be obtained. The usefulness of succession planning training materials and programs should also be investigated, with a particular emphasis on the acquisition of abilities and information necessary for spotting and developing high-potential personnel. Comparative studies with other companies can also be done to reveal best practices and areas for improvement, while longitudinal studies can shed light on the long-term effects of corporate culture on succession planning. Furthermore, while succession planning look on one being prepared mostly to take over a higher role, studies can be done to establish how preparing staff to even go lateral and take other roles in other departments can contribute to the organisational success.

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APPENDIX A: SURVEY INSTRUMENT



Dear participant:

My name is **Cainos Tamanikwa**, I am a final year Master of Leadership and Corporate Governance at Bindura University of Science Education. I am carrying out a study on **‘Investigating the role of organisational culture on the effectiveness of state-owned information communication technology enterprises succession planning: A case study of Telone private limited’**.

I assure that your responses shall be used only for the purpose of satisfying this academic research requirement and your identity shall be kept a secret. The questionnaire is divided into sub-divisions with the first one aiming at acquiring knowledge of your demographic data while other sections relate to the research questions of the study. You kindly requested to be as objective and realistic as possible and your commitment in the success of this study is greatly appreciated.

SECTION A: DEMOGRAPHICS

A1: Indicate your gender

Male []

Female []

A2: Indicate your age range

Below 21 years	21 – 34 years	35 – 44 years	45 – 54 years	Above 55 years

A3: Indicate your highest educational qualifications

Primary	Secondary	Certificate	Diploma	Bachelors	Masters	Other

A4: Indicate your position in the organisation

Low level		Manager		Employee	
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A6: Indicate the number of years you have saved at Telone

5yrs and below		6 – 10yrs		11 – 20yrs		21yrs or more	
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SECTION B: ESTABLISH THE CURRENT STATE OF SUCCESSION PLANNING AND ITS ROLE ON THE ORGANISATION'S EFFECTIVENESS

The statements provided in the following table relate to establishing the current state of succession planning and its role on the organization’s effectiveness. Kindly indicate your level of agreement to each statement using the provided five-point Likert Scale where:

1= Strongly Agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly Disagree						
Code	Statements	1	2	3	4	5
CSSP1	People are generally trained and equipped with skills for higher responsibilities.					
CSSP2	When senior vacancies emerge, people are mostly recruited internally.					
CSSP3	Succession plan develops talent and long-term growth					
CSSP4	Succession plan improves workforce capabilities and overall performance					

CSSP5	The organisation has high employee commitment and therefore retention because of good succession planning					
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SECTION C: ROLE OF ORGANISATIONAL CULTURE IN SUCCESSION PLANNING

The statements provided in the following table relate to investigate the role of organisational culture in succession planning. Kindly indicate your level of agreement to each statement using the provided five-point Likert Scale where:

1= Strongly Agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly Disagree						
Code	Statements	1	2	3	4	5
ROCSP1	An understanding of organizational culture is essential for effective leadership.					
ROCSP2	The organisation culture promotes internal growth					
ROCSP3	Leaders and managers will be better placed to implement strategy and achieve their goals if they understand the culture of their organisation					
ROCSP4	There is a learning culture and a clear development criteria which feed into good succession					
ROCSP5	Strategies that are inconsistent with organisational culture are likely to meet with resistance and will be more difficult or even impossible to implement					

SECTION D: ELEMENTS OF ORGANISATIONAL CULTURE THAT CONTRIBUTE TO THE EFFECTIVENESS OF SUCCESSION PLANNING

This section seeks to determine the elements of organisational culture that contribute to the effectiveness of succession planning. To this regards, the statements in the Table below contain information about the impact of minimalist engagement on firm performance to which you are requested to show your opinion on a five-point Likert Scale where:

1= Strongly Agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly Disagree						
Code	Statements	1	2	3	4	5
EOC1	Training thus the preparation of an employee to perform the tasks required for his or her current role is important for succession planning					
EOC2	For succession planning to be achieved there must be employee-centered practice of identifying the interests of the employee and assisting that individual, as well as providing personal development options consistent with his or her talents and interests					
EOC3	Career management through an organization-centered practice of creating jobs and organizational structures that promotes the achievement of business objectives					
EOC4	Replacement planning through a shorter-termed practice of identifying replacements for personnel in key operating functions					
EOC5	Succession planning is about the future-focused practice of identifying the knowledge, skills and abilities to perform certain functions and then developing a plan to prepare multiple individuals to potentially perform those functions					

SECTION E: ESTABLISH THE EFFECTIVENESS OF SUCCESSION PLANNING

This section seeks to establish the effectiveness of succession planning. To this regard, the statements in the Table below contain information about stakeholder engagement principles to which you are requested to show your opinion on a five-point Likert Scale where:

1= Strongly Agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly Disagree						
Code	Statements	1	2	3	4	5
EESP1	Engaging in succession planning is vital in adapting to demographic changes and talent scarcity.					
EESP2	Engaging in succession planning identifies skill gaps and training needs.					
EESP3	Engaging in succession planning makes it possible for employees to retain institutional knowledge in a knowledge economy.					
EESP4	The succession planning process boost morale and retention by investing in employees.					
EESP5	Engaging in succession planning makes it possible to replacing unique or highly specialized competencies					

Thank you for spending your time on the questionnaire to make this research a success!

APPENDIX B: PLAGIARISM REPORT

Find text or tool

INVESTIGATING THE ROLE OF ORGANISATIONAL CULTURE ON THE EFFECTIVENESS OF SUCCESSION PLANNING IN STATE OWNED ENTERPRISES: A CASE STUDY OF TELONE PRIVATE LIMITED'

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