



Research Article

Succession Planning: A Strategic Instrument for Organisational Sustainability-A Systematic Literature Review

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Abstract

Succession planning is an intended, strategic process through which organisations identify, develop, and retain employees capable of assuming critical leadership positions in future. With the rapid pace of technological changes, globalisation, and increased competition for talent, organisations may face unprecedented risks if leadership continuity is not managed proactively. Though there are many studies on succession planning, studies that are based on a systematic literature review of succession planning as a strategic instrument for organisational sustainability remain limited. This systematic review synthesises evidence from empirical and conceptual studies spanning 1950 to 2025 that investigates the role that succession planning plays in improving employee retention, organisational continuity, and sustainability. The review follows the guidance of Rothwell's Succession Planning and Management (SPM) Model in exploring the conceptual evolution of succession planning, theoretical underpinning, modern practices, and interrelationship of succession planning and its bearing on employee retention and organisational continuity. The review has identified that those organisations which institutionalise succession planning as a strategic capability rather than treating it as merely a reactive or administrative activity achieve better retention rates, preserve institutional knowledge, and increase resilience against uncertainty. It is identified that effective succession planning addresses the risks of leadership discontinuity, while, on the other hand, develops structured development routes and career prospects that enhance employee engagement, commitment, and retention. The paper ends by declaring that succession planning needs to be made an institutionalised strategic organisational capacity and integrated with talent management and human resource strategies to guarantee continuity and growth sustainably.

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1. INTRODUCTION

Organisations around the globe are facing a very complex situation. There are rapid changes in technology, changes in workforce demographics, and a tight labour market for skilled workers. For this reason, retention of good leadership and ensuring the continuity of the organisation are highly tied to human resources management concerns. Succession planning involves careful planning and a systematic process whereby an organisation ensures that individuals are readily available and skilled to replace others who leave, retire, or die and assume key positions in the future, [23][24]. It is not only important to have an individual ready for a position but to enhance organisational resilience, retain valuable institutional knowledge, and ensure alignment of talent management with the overall strategy of an organisation.

From a strategic perspective, succession planning is related to the Resource-Based View (RBV), where human capital is considered key to developing organisational advantage over the long term. Organisations can minimise the risk of leadership gaps and continue operations uninterrupted by developing their internal talent; such development may help them retain the best talent. By developing internal talents that may help them retain the best talents, organisations can minimise the risk of leadership gaps and continue operations uninterrupted. In addition, by clearly setting out career growth pathways, opportunities for skills development, and demonstrating care from the organisation, which in the end can reduce turnover, effective succession planning tends to enhance employee engagement.

2. Rationale for the research

Although succession planning is increasingly recognised as important, many organisations nonetheless experience leadership gaps, high turnover of employees, and weak talent pipelines; these can eventually affect continuity, negatively impact the loss of institutional knowledge, and menace long-term sustainability. Gillis et al. and Ryba have argued that even if there is enough literature about succession planning, a significant gap still exists in collating sound evidence about the impact of succession planning on employee retention and organisational sustainability, with specific reference to areas like public service, family businesses, and higher education setups [10] [30]. This review, therefore, seeks to fill that gap by delving into the existing research with a view to underlining best practices, common pitfalls, and the strategic importance of succession planning. The study seeks to: undertake a systematic review of literature on succession planning about organisational continuity and sustainability, find the relationship that exists between succession planning and employee retention and identify key challenges, best practices, and theoretical frameworks applied in succession planning.

3. LITERATURE REVIEW

3.1 Evolution of succession planning

Succession planning has indeed evolved to respond to the variable needs of dynamic organisations. During the 1950s and

1960s, attention turned to the identification of successors where continuity in key positions was at stake. Grusky focused attention on successor characteristics and the central role of the board in facilitating administrative succession. This pioneering work discussed the origin and frequency of talent clusters, succession and attributes essential for strategic positions, thereby building the foundations for institutionalising succession planning as the means of ensuring organisational continuity [12]. Succession planning evolved into theory and empirical research in the 1970s. The study by different researchers has proved that succession planning could facilitate the perpetuation and survival of an entity by making leadership transitions smooth and preserving strategic knowledge.

The period of the 1980s reflected rapid expansion, strategic alignment, and integration. During this period, organisations began to incorporate succession planning into their strategic objectives, developing the art of anticipating changes in advance. Gordon and Rosen focused on factors that include the successor's experience and suitability, linked with monitoring to ascertain successful leadership changeover [11]. Rothwell affirmed that Henri Fayol's principles emphasize on the fact that stability of employee tenure reinforces the need for continuity and preparedness in succession planning [27]. Kohler and Strauss, on the other hand, indicated that succession planning is a process that is adaptive, and which organisations need to actively work at for long-term operational stability [17]. Then, the 2000s brought about the integration of human resources and the management of talent in succession planning. During this period, organisations began to focus less on reactive replacement planning and moved towards proactive development aligned with long-term human capital and organisational sustainability objectives [25] [14]. Congruence in how development plans are aligned with succession planning, reflecting a better understanding of succession as a strategic driver in ensuring continuity and resilience within organisations, was stressed [8].

Several studies have demonstrated the connection between succession planning and employee retention. Najam ul Hassan and Siddiqui, for example, asserted that the opportunity for mentorship, career growth and clearly defined ways for leadership minimises employee turnover while enhancing commitment [20]. In support, a study conducted by Thwin et al. found that when employees' personal career aspirations are in line with succession strategy, there will be a positive outcome in employee retention [34]. Overall, according to Chukwuma et al. and Ryba, a well-planned succession planning can contribute to organisational resilience, preserve institutional memory, and support long-term sustainability across sectors [7] [30].

3.2 Succession planning and employee retention

Amushila and Bussin define employee retention as any activities and methods that an organisation uses to retain employees. A growing body of research indicates that there is indeed a significant relationship between succession planning and employee retention [2]. It is therefore critically important for organisations in strong competition for competent labour to

retain performing employees in order to maintain their succession pipelines. As alluded to by Obura and Muriithi, effective succession planning warrants career growth and stability and therefore limits turnover while strengthening the commitment to the organisation [21]. Employees will prefer to stay with organisations that outline their development and future leadership opportunities.

This is further cemented by Crosper, who argued that succession planning promotes engagement, increases internal career development, and supports the culture of an organisation, hence making it effective for retention [9]. Najam ul Hassan, Siddiqui, Perera, and Edirisooriya conducted a study which also revealed that employees are less likely to leave when they see advancement opportunities in an organisation [20] [26]. According to Thwin *et al.*, the alignment of personal career goals with opportunities for institutional development improves employees' retention, while those employees who do not find any pathway to growth are very likely to seek alternatives in the competitive labour market [34]. Perera and Edirisooriya, supported by Kenton, argued that big organisations have observed that good succession planning helps in retaining key staff and assures the continuity of operations even when employees leave, resign, retire, or die [26] [16]. However, Javed and Jafar are of a different opinion and stated that most organisations have no succession plan, which creates difficulties when filling vacant positions. These findings indicate that succession planning and employee retention go hand in hand [15]. Well-implemented succession planning, therefore, creates capable, involved employees committed to the future of the organisation and, as a consequence, results in reduced employee turnover and increased organisational stability. Reports by ICONIQ (2021) and Sprout Solutions further confirm that organisations with formal succession strategies exhibit higher retention rates, further showing the wider benefits of integrating succession planning with talent management [32].

4 Theoretical frameworks

The conceptualisation of succession planning in this study is theoretically founded on the Resource-Based View, human capital theory and Rothwell's model, which all underscore that a strong internal talent pipeline is critical in sustaining organisational performance over the long term. In the view of the Resource-Based View, succession planning forms one of the means by which an organisation may develop and maintain resources that are valuable, rare, inimitable, and non-substitutable, that is to say, human capital. As alluded to by Chukwuma *et al.*, succession planning is based on such theoretical approaches as the Resource-Based View and human capital theory, since it is basically a strategic resource instrumental in gaining a sustained competitive advantage [7]. Human capital theory emphasises employee skills, competencies, and experiences, which are developed as assets of the organisation. Additionally, Human Capital Theory justifies the rationale for succession planning by asserting that the skills, knowledge, and competencies that workers have are

assets that organisations can use in creating value. When internal leadership is developed through structured training, mentorship, and competency-based evaluation, the value of an organisation's human capital is strengthened. This is affirmed by Obura and Muriithi and Amushila and Bussin, who supported that human capital theory emphasises investing in employee skills, competencies, and knowledge for organisational performance and growth [20] [2]. Leadership development theory underlines that the ways of preparing future leaders are experiential learning, mentorship, and progressive responsibility. Linking Rothwell's Model to succession planning and management, on the other hand, offers a systematic structure through which succession planning can be embedded within the organisational strategy. This model focuses on assessing work and people, identification of high-potential employees, development planning, and continuous evaluation in an organisation [27]. Rothwell's SPM model is founded on a systematic process of leadership pipeline building and embedding succession planning into organisational strategy. The model encompasses seven sequential interrelated steps that contribute toward organisational sustainability. The first step of this model is about commitment, and it refers to the endorsement and resourcing of the top leadership, which establishes a culture that prioritises continuity. This is critical because, without it, succession planning risks being an administrative exercise rather than a critical strategic capability linked to organisational survival. The second step is an assessment of the current work and people's needs by reviewing job descriptions, roles, competencies, and current performance expectations. Understanding these elements in turn means that leadership gaps are identified well in advance and addressed. Thirdly, individual job performance appraisal will enable transparency and evidence-based assessment in talent identification, whereby high-performing employees with confirmed potential for leadership emerge. This will ensure credible, fair, and sustainable talent pipelines. This next stage, the assessment of future work requirements, extends planning to predict organisational needs that are likely to emerge as a result of changes in technology, demography, or markets. Preparing successors for future competencies ensures long-term continuity in organisational management.

The assessment of the future individual potential, the fifth step, will highlight the employees possessing capabilities to grow into complex and strategic roles by utilising 360-degree feedback, psychometric testing, and assessment centres. High performance does not guarantee potential, and careful evaluation should take place in order to ensure that any organisation is stable.

Closing the development gap is the sixth step that operationalises succession planning through mentoring, coaching, job rotations, acting roles, and formal development programs, which align individual growth with organisational strategy. The final step in Rothwell's model assesses the succession planning program by measuring results on bench strength, readiness levels, internal promotion rates, and the

retention of key talents. A continuous assessment ensures that the process is maintained, institutionalised, and matched with the organisation's long-term goals. For continuity and sustainability, Rothwell's model changes succession planning from a reactive replacement exercise into a strategic and proactive process, which is ingrained in the organisational culture. These three frameworks present succession planning as an organisational strategy that promotes retention, sustainability, and continuity.

5. MATERIALS AND METHODS

The approach of this study was a systematic literature review, and it was informed and optimised by the PRISMA framework, which is widely recommended for its high value in promoting transparency, reproducibility, and methodological rigour in review studies [19]. The primary goal was to synthesise knowledge of succession planning, organisational continuity, sustainability, and employee retention across several sectors and regions.

The study adopted a systematic review approach because this approach helps in critically reviewing the changes, challenges, and strategic impact of succession planning on organisational sustainability and employee retention. This approach helped in consolidating the existing empirical, conceptual, and theoretical views from various industries, geographical locations and research designs. This approach also provided on the understanding of succession planning practices and their implications in organisations.

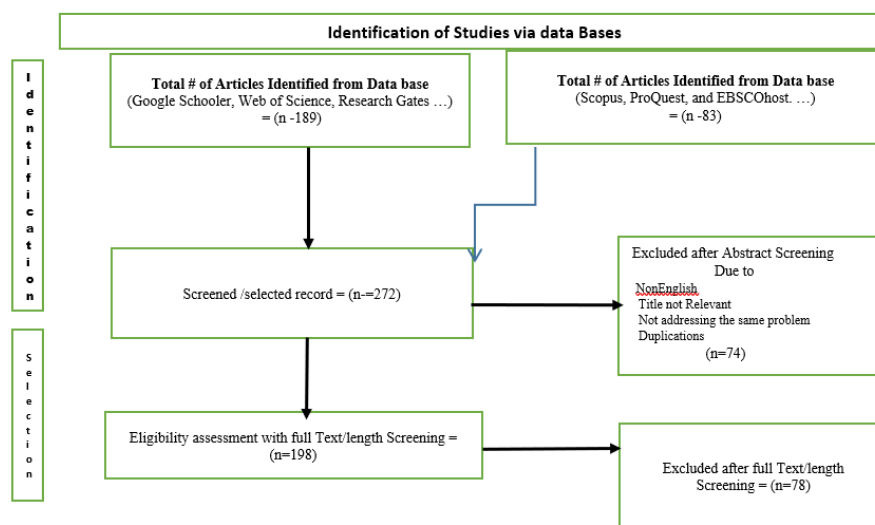
The literature search was conducted across a wide range of academic databases, including Google Scholar, Web of Science, Scopus, ProQuest, and EBSCOhost. The search strategy utilised a combination of keywords to capture studies relevant to succession planning, leadership development, organisational continuity, sustainability, and employee retention. Keywords included "succession planning," "leadership pipeline," "talent management," "organisational continuity," "employee retention," "continuity planning," and "leadership development." Synonyms and related terms were also considered to expand the search scope and ensure comprehensive coverage of relevant literature published between 1950 and 2025, reflecting the historical evolution and contemporary practices of succession planning. The inclusion criteria for this systematic review were carefully defined to ensure the relevance and quality of the literature. The studies were to be included if they: (i) addressed succession planning, leadership development, or employee retention; (ii) looked into organisational continuity, sustainability, or resilience in the context of leadership transitions; (iii) presented empirical evidence, conceptual frameworks, or theoretical analysis relevant to succession planning; and

(iv) were published in peer-reviewed journals, books, theses, dissertations, or identified academic conference proceedings. Conceptual and theoretical studies were included so as to present historical and framework-based insights, while empirical studies presented evidence of practical application, outcomes, and sector-specific challenges. Exclusion criteria were used to remove studies that were either methodologically or contextually irrelevant. Hence, a study was excluded if: i) it was non-peer reviewed or of double-barreled academic standing; ii) failed to present sufficient transparency in how the methodology was conducted; iii) did not relate to succession planning, leadership pipelines, and organisational continuity; or iv) only concentrated on external recruitment without showing how this relates to internal employee retention or strategic succession planning. Grey literature was considered only if it provided good quality, empirical material or policy-related insights into organisational sustainability and talent management.

The study selection followed the PRISMA flow: 272 potential records were identified, from which duplicates were removed, and screening of titles and abstracts took place, reducing the number to 198 studies for full-text review. Thereafter, screening against inclusion and exclusion criteria led to 120 studies, which were found appropriate for inclusion in the final analysis. The selected studies were formed of quantitative, qualitative, and conceptual studies representing the sectors such as management, public administration, education, healthcare, family businesses, and manufacturing.

In this study, data were extracted systematically using a structured template that captured key information from each study, including the author(s) study objectives, research methodology, publication year, sector or industry, geographic location, theoretical frameworks, key findings, and reported outcomes related to succession planning, organisational continuity, sustainability, and employee retention. In the end, the extracted data were then synthesised thematically to uncover recurring patterns, trends, challenges, and best practices. This enabled the identification of knowledge gaps, sector-specific insights, and practical recommendations required to embed succession planning as a strategic organisational capability.

The study has undergone tight review procedures to ensure validity and reliability. All articles were independently reviewed for relevance, and thematic analysis was conducted to organise findings into core themes on the strategic role of succession planning, employee retention, integration with continuity planning, challenges to implementation, and sectoral differences. Figure 1 below shows the Flowchart of the reviewed literature selection process.

Figure 1: PRISMA: the reviewed literature selection process

Source: Researcher's (2026)

A strict, standardised, and comprehensive review of succession planning literature was guaranteed in this systematic review. The review consolidated conceptual, empirical and theoretical studies to provide a multidimensional understanding of how succession planning contributes to organisational continuity, sustainability, and employee retention. This approach captures not only historical evolution but also contemporary challenges and strategic best practices that form the backbone for the analysis and the results that follow.

6. RESULTS

One hundred and twenty (120) studies on various industries, geographical areas, and research methodologies that were

published between 1950 and 2025 were included in this systematic review. These were examined for patterns in methodological orientation, geographic distribution, sectoral focus, and thematic emphasis on employee retention, succession planning, organisational continuity and sustainability.

6.1 Distribution by study type

The reviews were arranged in three categories based on their study methodology: conceptual/theoretical, empirical-qualitative, and empirical-quantitative. Thus, the distribution is shown in Table 1 below:

Table 1: Distribution of studies by type

Study Type	Number of Studies	Percentage (%)
Empirical (Quantitative)	50	41.7
Empirical (Qualitative)	40	33.3
Conceptual/Theoretical	30	25.0
Total	120	100

Source: Researcher's (2026)

The results show the increasing interest in measuring the effects of succession planning empirically (41.7%) on organisational outcomes, including operational continuity, employee retention, and leadership readiness (see Table 1 above). Conversely, qualitative research (33.3%) illuminates corporate culture, implementation role players, generational dynamics, and employee opinions of succession procedures. Frameworks and models, such as Rothwell's Succession Planning and Management Model, were added by conceptual and theoretical works and have influenced later empirical research.

6.2 Distribution of studies by sector

The reviewed studies were conducted across diverse sectors, reflecting the generality of succession planning concerns. As seen in Table 2 below, the literature was dominated by management and social sciences as represented by 29.2%, contemplating strong academic interest in organisational development, leadership succession and human capital strategies. Moreover, public sector studies highlighted challenges unique to government and state-owned enterprises, such as political interference, bureaucratic constraints, and outdated human resources systems that often prevent effective succession planning. Table 2 shows the findings on the sectoral distribution.

Table 2: Distribution of studies by sector

Sector Type	No. of Studies	Percentage (%)
Management/Social Sciences	35	29.2
Education	20	16.7
Public Sector/Government	25	20.8
Healthcare	15	12.5
Manufacturing/Industry	10	8.3
Family Business/Private Firms	15	12.5
Total	120	100

Source: Researcher's (2026)

Succession planning in the healthcare industry is frequently associated with patient safety, operational stability, and the retention of vital professional personnel. The succession of founders and the maintenance of institutional knowledge, which are crucial for organisational continuity and long-term survival, were of special interest to family firms. However, research in the field of education focused on leadership pipelines in colleges and universities, addressing continuity in the face of retirements and senior academic and administrative staff turnover.

The results show that there is an increasing interest in measuring the effects of succession planning empirically on

organisational outcomes such as operational continuity, leadership preparedness, and staff retention.

6.3 Geographical distribution of studies

The systematic literature review shows a worldwide interest in succession planning. Succession planning appears to have received more attention in developed economies; more than half of the studies reviewed were from North America and Europe. Research conducted in Asia and Africa, on the other hand, identified certain challenges such as a lack of talent, insufficient institutional Human resources systems, and social influences on leadership transitions. Table 3 provides an overview of the geographic distribution.

Table 3: Distribution of studies by geographic area

Region	Number of Studies	Percentage (%)
North America	40	33.3
Europe	30	25.0
Asia	25	20.8
Africa	15	12.5
Australia & Oceania	10	8.3
Total	120	100

Source: Reseracher's (2026)

These regional differences shown in Table 3 above provide a useful and comparative insights on how succession planning practices must be tailored to organisational and cultural contexts.

6.4 Distribution of studies by discipline

When 120 publications were reviewed, it was discovered that a distinct disciplinary pattern exists in the succession planning literature. A big number in the field of social sciences and management accounted for the majority of the research, accounting for 45% and 37.5% respectively in this study. This high representation indicates how deeply ingrained succession planning is in strategic leadership, organisational theory and behavioural sciences. The field of human resource management accounted for 35 papers, representing (29.2%) of the total, and this high representation of HRM-focused research indicates that succession planning is becoming a crucial HR function in the

talent management, leadership development, and long-term sustainability of businesses.

A significant interest was also high in succession planning challenges in government and public sector organisations, with 20 research studies representing (16.7%), coming from the public administration field. These studies highlighted the problems in leadership continuity, the capacity to execute policies and the need for institutional stability, mostly in public sector environments. Additionally, ten studies were from Education and healthcare, accounting for (8.3%) each. The education field mostly revealed challenges such as leadership development in the higher education sector, succession challenges in school administration, and capacity-building in academic leadership. On the other hand, healthcare studies focused on reducing risks related to leadership shortages in clinical settings and leadership succession in hospitals. The discipline distribution is summed up as follows in Table 4.

Table 4: Distribution of studies by discipline

Discipline / Field	Number of Studies	Percentage (%)
Management / Social Sciences	45	37.5
Human Resource Management	35	29.2
Public Administration	20	16.7
Education	10	8.3
Healthcare	10	8.3
Total	120	100

Source: Researcher's (2026)

The review revealed that succession planning is important for ensuring organisational continuity, creating leadership pipelines, and fostering long-term sustainability in various fields and organisations, as demonstrated by the importance of management, human resource management, and public administration studies. The disciplinary distribution overall shows that succession planning is recognised as a cross-cutting management discipline that integrates institutional governance, strategy, organisational behaviour, and human capital development.

6.5 Thematic findings

Through thematic analysis, several themes continued to arise throughout the literature, including:

a) **The Strategic role of succession planning:** Succession planning is increasingly recognised as a strategic tool that makes much more sense in terms of organisational sustainability rather than a reactive replacement exercise. It is therefore evident that structural succession pipelines reduce reliance on external recruitment; preserve institutional memory; and enhance long-term resilience, consistently observed in several studies, including [7] [13]. Authors such as Obura and Muriithi, Cropper, and Thwin *et al.*, asserted that succession planning has been linked to higher employee retention and engagement by a substantial volume of research evidence [21] [9] [34].

Succession planning, as a result, provides employees with well-defined career paths, mentorship opportunities, and internal promotion channels that encourage them and strengthen their commitment to the organisation. Employee retention and succession planning are therefore closely related. The study discovered that organisations that have well established succession plans had much lower employee turnover rates than those without.

b) **Implementation challenges:** As suggested by Sigma Assessment Systems, Javed Jafar, Ali and Mehreen, even when the importance of succession planning is appreciated, the actual implementation of its mechanisms faces a lot of challenges in most organisations [32] [15] [1]. Challenges identified by these researchers include resistance to change, political interference, generational differences and lack of alignment with organisational strategy. The review discovered that these challenges are more noticeable in public sector organisations and in family businesses where decision-making is either highly centralised or influenced by non-strategic factors.

c) **Integration with continuity and sustainability:** It was emphasised by several researchers that succession planning works well under broader continuity planning frameworks.

Continuity in operational stability, service delivery, and desired strategic objectives is ensured during the changeover of leaders. As stated by Martin, O'Shea, and Atwood, organisations that incorporate succession planning with risk management and talent development are better placed to adjust and stand the test of time for longer survival [18] [4].

d) **Evolution of succession planning:** Historical synthesis indicates that in the past, reactive and replacement-oriented approaches have been replaced by strategic succession planning focused on development with alignment to organisational objectives, leadership development frameworks, and talent management systems [28] [14]. This evolution points towards growing recognition that succession planning is a core mechanism for organisational sustainability.

7. DISCUSSIONS

Succession planning, as demonstrated in the systematic review, is a key strategic skill with major implications for organisational continuity, sustainability and staff retention and not just an administrative function. One trend that emerged from most analysed studies is that organisations that use organised succession planning processes can better manage leadership transitions, retain institutional knowledge, and, in the end, maintain operational stability. These findings are strengthened in the RBV, which claims that human capital, especially leadership skill, is a scarce and important resource for long-term organisation's competitive advantage [7]. It is therefore evident that investing in internal talent prepares the employees to adapt to the environmental and technological changes and thus strengthens the potential of leadership.

Various researchers supported that there is a relationship between succession planning and employee retention. According to Najam ul Hassan and Siddiqui and Thwin *et al.*, when an organisation provides a well-structured career development and progression, employees are more likely to remain committed to that organisation [20] [34]. In support, Cropper states that succession planning leads to increased engagement, greater mobility within an organisation, and this, in the end, reinforces organisational culture. In high turnover environments, losing qualified staff can impact both operational continuity and long-term viability [9].

Despite its benefits, succession planning continues to face challenges. Some of the challenges being faced, according to Okoh *et al.* and Ali & Mehreen, are resistance to change, generational differences and human resource systems that conflict with the succession planning process [22] [1]. In most cases, senior leaders are hesitant to empower potential successors, whilst the organisational culture frequently fails to

give the much-needed support for formal leadership development programs. Third, discussions by Sigma Assessment Systems and Javed and Jafar disclosed that political influence and old Human Resources policies have decreased the effectiveness of succession planning, particularly in public sector organisations [32] [15].

These highlighted challenges emphasise why succession planning should be interlinked into an organisation's strategy and should not be treated as a separate human resource function.

Another significant aspect highlighted by the report is sector-specific insights. The study also discovered that one of the challenges in succession planning is that decisions made by the founders prevent the identification and development of successors in family business [4]. Moreover, Obura and Muriithi identified insufficient resources, bureaucratic inflexibility, and non-systematic leadership development processes as challenges being faced in public sector organisations, particularly in Africa [22].

According to Jackson and Dunn-Jensen, for an organisation to have improved leadership pipelines, reduce employee turnover and long-term organisational resilience, they must establish a succession plan that is combined with talent management, mentoring programs, and competence systems results [14]. To address these challenges and provide a solution, Rothwell developed the SPM Model in 2005. The model defines succession planning as a proactive and strategic process and calls for top leadership commitment, assessments of current and future work requirements, organised development programs, competency-based identification and ongoing evaluation. The literature revealed that organisations using these strategies promote a culture of preparedness, employee engagement, and organisational agility.

The study further revealed that organisations that invest in succession planning create a resilient human capital that is prepared to sustain performance in the long run by aligning with the changing market conditions and long-term strategic goals.

When succession planning is integrated into strategic frameworks, systemic issues and leadership development are coordinated with organisational goals, organisations will be able to create internal talent pipelines that will reduce employee turnover and reserve essential institutional knowledge.

8. CONCLUSION

Succession planning in a nutshell is a very important strategic action that helps in promoting an organisation's resilience, continuity and sustainability. This review proved that organisations that are better equipped to function in dynamic contexts, guarantee institutional knowledge continuity, and maintain strategic strength perform better than those that do not recognise, nurture and retain future leaders. This study places a strong emphasis on the importance of integrating succession planning into organisational culture and strategy as opposed to managing it as an administrative procedure. Determining current and future job requirements is the main tool supporting

strong leadership pipelines that are in line with long-term organisational objectives.

The review also emphasises the direct connection between succession planning and employee retention. It is therefore concluded that organisations that provide well-structured career development for employees, mentoring and leadership have great chances of improving employee loyalty. Nonetheless, challenges that public-sector organisations encounter when planning succession include: opposition to change, generational difficulties, cultural obstacles, political involvement and budget limitations. Resolving these challenges, therefore call for a major investment in leadership, strategic alignment, integration with performance management and continuous review.

In conclusion, succession planning must be institutionalised for the sake of organisational sustainability since it guarantees leadership continuity, maintains knowledge, increases employee engagement, controls transition-related risks, and fosters long-term competitiveness, which are all essential steps that allow an organisation to adapt, innovate and thrive in a changing environment.

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Data is contained in the article.

CONFLICTS OF INTEREST

The author declares no conflict of interest.

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