

# Succession Planning and Small Business Continuity: A Study of Selected Enterprises in Lagos State, Nigeria

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**Abstract-** *Succession planning is the transference of business control to a successor in a business establishment. It is observed that small businesses which are mainstay of any developed economy contribute to creation of jobs and economic growth despite zero plans for succession on retirement or demise of business owners; this is a threat to business sustenance and continuity. Hence, this study examines the effect of succession planning on business continuity. This study employs a survey research design and simple random sampling to select three hundred and seventy-two (372) small businesses in Lagos state with three hundred and sixty (360) questionnaires returned as valid. Collated data was analyzed using descriptive statistics and Pearson correlation was used to ascertain relationship among variables. This study concludes that a significant positive relationship exists between development and training, talent management, reward, and business continuity at  $r = 0.943, 0.874$  and  $0.720$  respectively. It is recommended that; small business owners develop policies for succession planning to ensure business continuity, Lagos State Government through her agency, Lagos State Employment Trust Fund (LSETF) should stipulate as a pre-requisite for grant or loan application, the presentation of a business succession plan to guarantee business sustenance and also, Development and training plan should be part of organization culture, such that a subordinate and his supervisor can both identify training needs and take measures to fill in training gap accordingly. This will equip a subordinate in a small business to prepare for succession.*

**Indexed Terms-** *Business Continuity, Development and Training, Reward, Succession Planning, and Talent Management.*

## I. INTRODUCTION

The practice of succession planning has transcended concern for human resources management to a crucial constituent of strategic management in ensuring perpetual growth of business around the world. In a broader view, Cole and Harbour (2022) clarified that leaders are groomed in succession to steer affairs of a nation to guarantee a well-knowledgeable and informed category of leaders who can easily step into the helms of affairs when need emerges. The systematic drive enabled by succession planning will not only determine business performance but business continuity. However, Akpan and Ukpai (2021) noted that in small business, succession planning is associated with transfer of ownership and management such that continuity is achieved through management of reward and talent, development of career, and training of would-be successor.

When employees are positively reinforced by appropriate reward, they respond with better performance. In the opinion of Armstrong (2019), an employee becomes increasingly productive and efficient when motivated. Management of reward as an application tool for planning succession enhances the possibility of retaining an employee who is well rewarded. Goldstein and Ford (2022) in describing training, holds training as an organized method for development and training to improve efficiency. That is, a business entity may put up training to align employee needs with the organization to attain the state of goal congruence.

According to Fida (2018), a notable factor in identifying growth of an economy is when small business sector is thriving. In agreement, Farouk et al. (2020) stated that contribution of small businesses to

employment generation is considerably higher in comparison to bigger firms in Nigeria. Also, Aremu and Adeyemi (2020) buttressed that for any nation, the yardstick for assessing quality of life of citizens, industrialization, urbanization, level of employment, modernization, and unbiased income distribution are growth and performances of small businesses. The effort of a business in actualizing designed business objectives is referred to as business performance.

Despite significance of small businesses and their economic influence in any economy, they are characterized by a high rate of mortality as there is no plan for succession in place (Kellermanns, and Eddleston, 2018). As observed by Ogundele, Idris, and Ogundipe, (2019), apparently vibrant businesses have shut down upon the death of their founders as a result of inadequate succession plan in place. Observable businesses in Nigeria which are short-lived without a succession plan include; popular Bobby Benson Hotel, businesses of ODUTOLA, ODUTOLA & CO and Chief M.K.O Abiola, Ekenedili Chukwu Transport Company, and many others. Indeed, there is an imminent danger for small businesses and economy of Nigeria.

With various assertions on the role of small businesses in economic growth globally, small businesses remain bedeviled with challenge of business continuity. Rothwell (2019) emphasized having the right personnel at the right place and time is a determinant of continuing survival of the business. Onuoha (2020) posited that when there is no planning for succession, then there will be challenges for business continuity. Arguably zero-succession is a serious threat to business survival and continuity because strategic success planning enables selection of efficient leaders who can ascertain and assure business continuity even after the death of founding owner(s) as most small business is discontinued. It is deduced that studies on succession planning and business continuity is inadequate considering the sector's strategic nature. Hence, it becomes important to carry out an empirical investigation into effect of succession planning among selected enterprises in Lagos State, Nigeria.

#### Statement of Problem

Small businesses are germane to creation of jobs and improvement in output of Gross Domestic Products

(GDP) of a nation but their continuing existence is threatened upon death or retirement of the owner. As noted by SMEDAN (2017), 2.78 million representing 28% and 1,175 million representing 11.2% of small businesses were shut down momentarily as a result of life-threatening illness or death of owners. Also, many businesses in Nigeria are confronted with business continuity challenges as a result of zero effective succession planning, reluctance to relinquish power, fear of desired performance of subordinate, inept business management, inadequate financing and unfavourable government policies and regulations (Sambo, 2024).

This is definitely a threat to continuity of small businesses and the high mortality of small businesses is an imminent threat to the economy of Nigeria. As investigated by Kehinde (2019), a good number of small businesses have neglected the strategy of rudimentary talent management in ability and skill development in an organization.

Therefore, it is of essence to empirically establish how talent management can maintain business continuity. Sufficient motivation of employees will engender increased efficiency, enhanced production, and positive work attitude towards achieving business goals. In the observation of San, Theen, and Heng, (2019), business organizations are yet to fully comprehend what can be achieved with reward as a strategy. Also, Muogbo and Chineze, (2018) examined that when the right reward system do not align with employees desire, better performance cannot be achieved. Notwithstanding the merits of development and training, owners of small businesses are yet to be committed financially to development and training of employees (Rabie, 2020). It is important that employee training is given top priority as it improves on the existing knowledge, enhances performance, and increases the tendency for robust succession planning. Small businesses are lacking in employee's training thereby inhibiting capacity for survival and growth. It is with the mindset of duly addressing these concerns that this study explores succession planning and business continuity among selected enterprises in Lagos State, Nigeria.

- Research Question

This study aims to find answers to the following research questions:

- i. What is the association between development and training and small business continuity in Lagos State, Nigeria?
- ii. What is the relationship between talent management and small business continuity in Lagos State, Nigeria?
- iii. What is the relationship between reward and small business continuity in Lagos State, Nigeria?

• Research Objectives

The primary objective of study is to evaluate the relationship between succession planning and business continuity in Lagos State, Nigeria?

Specifically, this study seeks to:

- i. examine the association between development and training and small business continuity in the city of Lagos Nigeria.
- ii. assess the relationship between talent management and small business continuity in the city of Lagos Nigeria.
- iii. investigate the relationship between reward and small business continuity in the city of Lagos Nigeria.

• Research Hypothesis

The study hypotheses are as follows:

H01: Development and training does not have significant association with small business continuity in Lagos State, Nigeria.

H02: Talent management has no significant relationship with small business continuity in Lagos State, Nigeria.

H03: Reward does not have significant relationship with small business continuity in Lagos State, Nigeria.

Review of Literature

Development and Training

The role of training in achieving organizational goal is very unique in aligning workers and the organization's interests (Stone, 2022). In the observation of Cole (2022), training is a learning process for acquisition of improved knowledge and skills required to performing a task. The essence of training is to direct deliberate involvement to improving performance of employees (Tekleab, Takeuchi, and Taylor, 2019; Sahinidis and Bouris, 2018). A crucial means to increasing efficiency of an organization and employees is through

adequate development and training as a veritable tool for planning succession. For clarification, Nunvi (2018) explains that development programme improves skills required for jobs while training programme enhances and maintain existing job performance. Falola, Oshibanjo, and Ojo (2021) observed that development and training are essential tools of strategy for employee performance enhancement.

Once a successor is identified, development and training comes into play to ensure that the identified successor is best fit for the job (Armstrong, 2000). The development and training programme must be well designed to accommodate employees' training needs and to achieve business purpose (Salau, 2022). The constituents of development and training are development, training, and education (Legge 2019). As noted by Salau (2022), development and training are also succession planning practices. Coward (2019), argued that development and training ensures that leadership status in an organization can only be attained by staff that is talented and qualified. The general view of the essence of development and training is to improve business profits, adapt to dynamic business environment, improve performance of employees, and ensure business survival (Hamid, 2020; Smith, 2019; and Okanya, 2018). It becomes crucial that training is maintained by having in place measures of control to assess effect of training and needed support garnered to achieve proficient application of training outcomes (Olowu, Bello and Emeje, 2024).

Talent Management

The goal of any organization is to be better positioned strategically than competitors such that competitive advantage is achieved (Adewoye and Salau, 2022). Business environment blossoms on innovation enabled by thirst for research, novel ideas development, and employee creativity (Bartes, 2020). According to Abu Hassan (2019), talent is an important resource subject to effective nurturing, development, and exploitation for maximum organizational benefit. The rudiments of strategy of managing talent begins with recruiting talented individuals into workplace and identifying individual efficiency in result delivery and development of competitive advantage which is lacking in small

businesses. In the observation of Iles, Chuai, and Preece, (2019) talent management is a tool to increase the capability of any organization through development of talent, planning of career, and succession in achieving business objectives. Griffith and Hom (2020) points out that talented employee will exit an organization when they become unsatisfied with reward system, policies, and leadership of their organization.

As noted by Storey et al. (2022), talent management is practiced by small businesses in an informal and different form in comparison to bigger organizations which can be unfavorable or favorable. A notable challenge bedeviling small businesses which should be improved upon is talent attraction. In small businesses, practice of management is diverse and may not allow development of uniform approach to talent management. Therefore, it is expected that small businesses take on practice of talent management that is best fit for their business and workforce in retaining employees (Salau, 2022).

#### Reward

Contemporary organizations need to pay attention to their assets, most especially employees as human assets by taking steps to fulfill their non-financial and financial need (Armstrong, 2019). Whatever stimulates an employee to increase performance and behave in a desired manner is referred to as reward (Aktar, Sachu, and Ali, 2019). According to Mirkander (2020), reward is effective in motivating to enhance efficiency and productivity. Armstrong (2019) states that business goal supported by reward management is better achieved when the organization has an arsenal of talented people. In the view of Sajuyigbe, Bosezde, and Adeyemi, (2020), reward management is a strategy used for gaining attraction and retention of suitable employees and improve performance by motivating and ensuring compliance with relevant employment regulations and legislation. Hence, reward management is a tool of motivation engaged by organizations to acknowledge employees' effort. Prominent among reward management variables includes; recognition, salary, bonus, benefits, and compensation (Mabasco, et al., 2018). Eminent researchers have identified reward management as determinant of business performance because it aids the maintenance of a motivated

environment for workforce as they are predictors of employees' goals and business goals required for performance (Agwu, 2020). The essence of reward management should be adding value to people. Salau (2022b) reiterated that a tool germane to implementing succession planning is reward management. It takes an adequately rewarded employee to achieve employee retention and development in planning for succession.

#### Business Continuity

Business continuity is a process of strategically ensuring that effects of imminent losses are identified and steps taken to forestall business stoppage or interruption (Doern, 2019). It is expected that business will exist in perpetuity beyond its founders through the identification of potential threats to continuing business existence by creating a framework for continuing operations in the event of retirement or death of a business owner (Somers, 2018). Continuity is not elimination of effects of business stoppage or interruption, but mitigation with planning by ensuring that business endures effects of stoppage or interruption and continuity of operations (Abe and Ye, 2020). The benefit of business continuity is that products and services are continuously available, employees are not out of jobs, there is no disruption of business, and uninterrupted flow in relationships among stakeholders is ensured (Elliott and Macpherson, 2019). Consequently, awareness of business continuity is a way to give attention to developing resilience against imminent vulnerabilities.

The concept of continuity transcends the fundamentals of business operation to achieve sustainability. Sustainability is achieved when goals are unambiguously stated as a benchmark against performance with business leader's absolute commitment to continuity planning (Rogers, 2020). Continuity plan should be a periodical affair subject to review for necessary update from time to time such that it is in line with current happenings and desires of business owner (Lee, Trim, Upton, and Upton, 2018). Business continuity enables retention of crucial business operation knowledge, responsiveness, and swift recovery (McKnight and Linnenluecke, 2019). Considering how germane continuity plan is to small businesses; it is of concern that it is an area of relative topical development (Herbane, 2019).

Advantages of Succession Planning:

According to Rana (2023), the following are possible gains of succession planning:

- i. Even Transitions of Leadership: Preparation for succession enables smooth change of leadership in an organization. Stability of business operations is maintained, institutional expertise is protected and associated difficulties mitigated during change in leadership and potential replacements ahead of time.
- ii. Organizational Continuity: By creating a pool of capable people who are ready to take on crucial tasks, succession planning supports business stability. This lessens depend on outside employment and guarantees a consistent supply of qualified leaders, eliminating leadership voids and empowering the business to swiftly respond to challenges.
- iii. Improved Engagement of Employee: Succession template is an indication of an organization's commitment to workers development. Employee perception of workers engagement and tendency for self actualization can be motivating.
- iv. Attraction of Talent: Overtime, a successful tool to attract and retain top performing personnel is succession planning. Potential workers are inclined to work with businesses which support leadership growth and provide avenue for promotion.
- v. Transfer and Retention of Knowledge: Preparation for succession encourages flow of required skills, organizational perspectives and information internally. This ensures smooth transfer of abilities and expertise.
- vi. Development of Strategic Talent: Recognition and development of leaders who align with business principles and goals is made possible through practices of succession planning. Group of talented individuals with specialized competence and skills required to achieve organizational performance are developed organically.
- vii. Opportunity for Growth and Development in Leadership: Training and advancement of leadership is made possible by succession planning. Prospective successors concentrate on mentoring and rotations of assignment in order to sharpen their talents and onboard to diverse facets of the business. They thus become equipped for management roles and growth in career.

Challenges of Succession Planning:

Rana (2023) highlights the under listed as the possible bottlenecks of succession planning:

- i. Change Resistance: Implementation of succession planning attracts objection from stakeholders who are accustomed to existing system of leadership. The right method of managing change with emphasis on benefits of succession planning is important to overcome resistance.
- ii. Inadequate Resources: It may be necessary to prepare for succession by instituting programs for leadership development and skill evaluation which highly resource is demanding, especially firms with limited financial and personnel resources.
- iii. Identification of Talent: In identifying a qualified successor, there must be an assessment of individual abilities which should align with company's objectives. This can be very difficult to achieve as a result of prejudice and absence of instituted standards.
- iv. Readiness and Timing of Succession: Promoting an individual to a leadership position can be a difficult decision. Amongst other considerations are preparedness of incumbent leader for retirement and successor's fit for role tendency.
- v. Contrasting Priorities: The demands of succession planning but be balanced with various organizational demands. Hence there is need for specific prioritization in efficient resource management.
- vi. Deficiency in Accountability: Often times, organizations do not have template defining how succession is to be achieved. The procedure of succession planning could be hindered where there is no supervision and defined responsibility, thereby exposing the company to higher risk.
- vii. Inclusion and Diversity: Achieving diversity and inclusiveness in succession planning can be difficult. However, it is important to mitigate prejudices by guaranteeing equal chance for applicant from diverse point of view as control against perception of historical dominance of certain demographics in roles of leadership.

It is important that businesses put in perspectives, possible challenges a business may encounter in

preparation for succession planning and create plan to tackle them by leveraging on the merits available from strategic and well executed succession planning.

#### Review of Relevant Theories

This study considered Theory of Relay Succession Planning, Stewardship theory and 9-Box Model. However, theory of relay succession planning is the anchor of this study.

#### Theory of Relay Succession Planning

The theory of relay succession planning was propounded by Santorin (2004). The principle of this theory centered on an athlete in a relay race, for the athlete to win the race, the baton must be handover to another team member on the race as timely as possible. The theory opines that leaders of any business organization must as a matter of compulsion handover in the long run to a successor if business continuity is to be achieved. Likewise, Dyck, et al., (2022) emphasize success factors of succession planning as following a chain, timeliness, method of passing the baton, and communication. The onus is on the serving business manager to hand over to a successor in real time to provide for critical current management evaluation by the successor and possibly acquire needed training. Hence, to achieve business continuity, leaders in organizations should relinquish baton of relay to finest qualified individual who can drive the business to accomplish its vision. Tao and Zhao (2019) argued that transfer of baton in leadership is unlikely to falter if a business manager takes advantage of ample time to transfer and communicate with imminent successor in grooming and preparation for the job. Eminent scholars have also considered the model of relay succession planning as a basis of study (Fapohunda, 2022; Karikari, 2021; Osibanjo, et al., 2020; Edeh, 2019; Wineba, Gothard, and Austin 2019)

#### Theory of Stewardship

This theory is propounded by Donaldson and Davis (1989). The emphasis is to create, nurture and hand over instituted legacies to another individual while expecting that managers should be allowed independency in responsibility for assets control.

#### The 9-Box

This is a popular succession planning model propounded by McKinsey (1970). The 9-box can be

described as a 3x3 grid consisting of a rising qualities in each of the sections. At the period of nominating a successor, the leadership of an organization sit at a round table to plot probable successors on the 9-box. Suggested individuals who are listed on the top right of the matrix are more often than not the ones selected for the position.

The implication of these theories to study is that the responsibility is on incumbent manager to make certain that the right successor is in place. The successor is expected to be carefully selected and groomed with necessary capabilities for business management after the death or retirement of the incumbent. This will expose the successor to imminent challenges of workplace and the modus operandi required for managing such challenges.

#### Empirical Review

Adewoye and Salau (2022a) examined effect of talent management on small businesses in Lagos State, Nigeria. The technique of simple random sampling on Lagos State Chapter of small enterprises was adopted by this study. Questionnaires returned after completion was One Hundred and Eighty-Five (185). Regression analysis was employed as tool of data analysis. Result reveals positive relationship between all variables of talent management (talent development, talent attraction, and talent retention) and performance of small businesses. It is recommended that small businesses improve on their talent management strategy to enhance performance. Adewoye and Salau (2022b) investigated effect of reward management on small businesses' performance. The technique of simple random sampling on Lagos State Chapter of small enterprises is adopted by this study. Questionnaires returned after completion is One Hundred and Eighty-five (185). The tool of data analysis is regression analysis. Result of study reveals a positive relationship between all variables of talent management (talent development, talent attraction, and talent retention) and performance of small businesses. The outcome of study is that there is a positive relationship between reward management and small business performance. Owners of small businesses are advised to devise appropriate strategy right mix of reward management.

Arham (2019) investigated how initiatives of succession planning affect small businesses growth in Malaysia. One hundred small businesses were selected as sample study for three strata amounting to three hundred respondents in total. Data analysis was achieved using PLS-SEM. This study concluded that there is significant positive effect of training on knowledge retention. It is recommended that small businesses must pay worthy attention to determining factors of knowledge retention.

Samwel (2018) examined consequence of employee training on performance of organizations in Tanzanian drilling firms. Administration of questionnaires was on Two Hundred and Nineteen respondents as sample size. Selection of respondents was made possible with simple random and purposive sampling technique. Analysis of data was achieved through descriptive statistics with presentation of data on tables. The outcome of study is that training of employees affects performance of drilling companies significantly. Hence, it is recommended that Tanzanian drilling companies should develop effective policies on training to guide training procedures and implementation of training strategies.

Ibrahim et al. (2013) conducted a study on the effect of reward system on performance of an organization using Busoga University as unit of analysis. One Hundred and Ninety-Six questionnaires were obtained and analyzed using Pearson’s correlation coefficient. The study discovered that it takes a well-motivated individual to reciprocate with expected performance. An important recommendation is that pay structures should be reformed to accommodate diverse employee needs.

**Conceptual Model**

The conceptual model of this study depicts the link between succession planning and business continuity. As debated in earlier discourse, succession planning entails; development and training, talent management and reward system that will result to business continuity. The details are as portrayed in Figure 1.

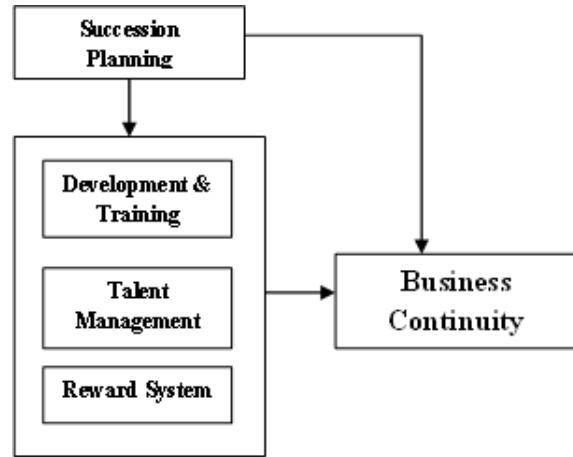


Figure 1: *Conceptual Model linking Succession Planning and Business Continuity*

Source: Author’s work (2024).

**Methodology**

This research employs quantitative survey design and adopts frequencies, percentages, and correlation analysis. The research design employed is determined by the problem under study and research questions. The population is 11,663 registered small businesses in Lagos State (Alaka and Okuaga, 2023). This covers business owners in Manufacturing, Real estate, Agriculture and Services sector. The sample size was calculated using Raosoft sample Size calculator at 5% margin of error, 95% confidence level, and response rate of 50%. Sample size arrived at for this study is three hundred and seventy-two (372). Sampling technique of simple random sampling was used in distribution of questionnaire such that respondents have equal opportunity of inclusion in sample. In collection of data, questionnaire is the considered tool for the research. Three hundred and seventy-two (372) questionnaires were administered with a response rate of three hundred and sixty questionnaires (360) returned valid. This represents 96.7%, thereby adding to validity of study. Hypotheses were tested using Pearson correlation critical value table. In decision about the hypotheses, the decision rule was that where the P-value was less than the significant value of 0.05, the null hypothesis was rejected otherwise, it will be accepted.

**Results and Discussion**

Table 1: Demographic Distribution of Respondents

Variables	Level	Frequency	Percentage (%)
Gender	Male	221	61.4
	Female	139	38.6
	Sub Total	360	100
Age	20-29	30	8.3
	30-39	82	22.8
	40-49	113	31.4
	50-59	135	37.5
	Sub Total	360	100
Marital Status	Single	44	12.2
	Married	316	87.8
	Sub Total	360	100
Educational Qualifications	WASSCE	86	23.9
	ND/NCE	180	50.0
	B.SC/HND	72	20
	M.SC/Ph.D	22	6.1
	Sub Total	360	100
Firm's Age	1-10	104	28.9
	11-20	144	40
	21-30	90	25
	31-40	22	6.1
	Sub Total	360	100
Awareness of Succession Planning	Yes	200	55.6
	No	160	44.4
	Sub Total	360	100
Small Business with Identified Successor	Yes	130	36.1
	No	230	63.9
	Sub Total	360	100
About to Commence Succession planning	Yes	134	37.2
	No	226	62.8
	Sub Total	360	100
Lack succession planning	Yes	132	36.7
	No	228	63.3
	Sub Total	360	100

potential threat to business continuity			
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Source: Field Survey (2024)

Descriptive Analysis of Demographics

Table 1 reveals that 221 (61.4%) of the respondents are male while 139 (38.6%) respondents are female. This shows a proportional representativeness of male to female ratio of respondents' gender in the study.

Age distribution of respondents reveals that 30 (8.3%) respondents are between 20-29 years of age, 82 (22.8%) are between 30-39 years of age, 113 (31.4%) are between 40-49 years of age and 135 (37.5%) are between 50-59 years of age. This implies that majority of the respondents are getting close to constitutional age of retirement in Nigeria and should plan for succession.

Marital status of respondents depicts that 44 (12.2%) respondents are single and 316 (87.8%) are married. The implication is that most respondents are married and skewed towards wanting business continuity.

Educational Qualifications of respondents portray that 86 (23.9%) respondents possess WASSCE certificates, 180 (50%) are ND/NCE holders, 72 (6.1%) are B.Sc./HND graduates, while 22 (6.1%) are Masters/Ph.D. degree holders. This explains that on average, the respondents are literate enough to understand the purpose of study.

The distribution of Age of Firms reveals that 104 (28.9%) respondent firms are between age 1-10 years, 144 (40%) respondent firms are between age 11-20 years, 90 (25%) respondents' firm are between 21-30 years and 22(6.1%) are between 31-40 years of age. Majority of respondent firms' age is between 11-20 years. This implies that most of the small businesses are relatively young and can still do their succession planning on time so that business owners can effectively monitor progress.

Awareness level of succession planning by respondents depicts that 200 (55.6%) respondents know about succession planning while 160 (44.4%)



are unaware about succession planning. The implication is that there is moderate or a little above-average awareness about succession planning.

Furthermore, 130 (36.1%) of small business owners have identified successor while 230 (63.9%) of small business owners do not have identified a successor. This exposes the fact that well above average small businesses has no identified successor at the time of study.

Intent to commence process of succession planning reveals that 134 (37.2%) participants has a planned succession programme while 226 (62.8%) participants has no scheme for succession plan. This implies that majority of respondents have no programme for succession plan in existence.

The table also reveals that 132 (36.7%) of respondents perceive lack of succession planning as a potential threat to business continuity, while 228 (63.3%) of respondents do not see absence of succession planning as a potential threat to business continuity. This implies that majority of respondents do not see lack of succession planning as potential threat to business continuity.

Test of Hypotheses:

Hypothesis 1: Development and training has no significant positive association with small business continuity in Lagos State, Nigeria.

Table 2: Correlation result on Development and Training and Business Continuity

		Development and Training	Business Continuity
Development and Training	Pearson Correlation Sig. N	1 360	.943** .000 360
Business Continuity	Pearson Correlation Sig. N	.943** .000 360	1 360

Source: Researcher's computation, 2024. Dependent variable: Business continuity

Table 2 is a report of correlation result on association of development and training on business continuity with correlation coefficient of .943 at (P-Value) probability value of 0.000 and level of significance of 5%. The outcome posits very high relationship between training and development and business continuity in Lagos State, Nigeria. Therefore, alternative hypothesis which states that a significant positive relationship exists between training and development and business continuity in Lagos State, Nigeria is accepted while the null hypothesis which states that development and training has no significant positive association on small business continuity in Lagos State, Nigeria is rejected.

This is in agreement with Ndibe (2021); Dipak, (2020); Stone, (2020); Khan, et al., (2020); Tsaur, and Lin (2019); Shepard, (2018); Samwel, (2018) that development and training has positive effect on performance of organizations. Also, Adesola (2023) explains that development and training are veritable tools to achieving individual and organizational accomplishments.

Hypothesis 2: Talent management has no positive significant relationship with small business continuity in the city of Lagos Nigeria

Table 3: Correlation result on Talent Management and Business continuity

		Talent Management	Business Continuity
Talent Management	Pearson Correlation Sig. N	1 360	.874** .000 360
Business Continuity	Pearson Correlation Sig. N	.874** .000 360	1 360

Source: Researcher's computation, 2024. Dependent variable: Business continuity.

Analysis in Table 3 depicts outcome of Pearson’s Correlation Coefficient which evaluates relationship between talent management and business continuity. The result reveals very high relationship between talent management and business continuity in Lagos State, Nigeria at 0.874 at (P-Value) probability value of 0.000 at level of significance of 5%. The implication is that an improvement in talent management will enhance business continuity. The null hypothesis which states that talent management has no significant relationship with small business continuity in Lagos State, Nigeria is therefore rejected while alternative hypothesis which states that talent management has significant relationship with small business continuity in Lagos State, Nigeria is accepted.

This is in concurrence with Adewoye and Salau (2022) that significant relationship subsists between talent management and development of organizations. Other studies also affirm that positive relationship exists between talent management and performance of an organization: Mary (2021); Hijazi, Iqbal, Qureshi, (2020) and Hasan, Mehrdad, and Sakineh (2019), outcome of study suggests that talent management has significant relationship with performances of small businesses.

Hypothesis 3: Reward system does not have positive significant relationship with small business continuity in Lagos State, Nigeria

Table 4: Correlation result on Reward System and Business continuity

		<i>Reward System</i>	<i>Business Continuity</i>
<i>Reward System</i>	<i>Pearson Correlation</i>	1	.720**
	<i>Sig.</i>	360	360
	<i>N</i>		
<i>Business Continuity</i>	<i>Pearson Correlation</i>	.720**	1
	<i>Sig.</i>	360	360
	<i>N</i>		

Source: Researcher’s computation, 2024. Dependent variable: Business continuity

Table 4 reveals the outcome of relationship between reward system and small business continuity. The outcome of analysis is with correlation coefficient of 0.720 at level of significance of 5%. The outcome shows high relationship between reward and business continuity. Therefore, alternative hypothesis which states that there is significant positive relationship between reward and business continuity in Lagos State, Nigeria is accepted while the null hypothesis which states that reward does not have any significant positive effect on small business continuity in Lagos State, Nigeria is rejected. This is in agreement with; Nnaji-Ihedinmah and Egbunike, (2022), Adewoye and Salau (2022), Yasmineen, et al., (2020), San, et al., (2019), Muogbo and Chineze, (2018) who explains that reward relates positively with business survival. Mabaso and Dlamini (2018) demonstrated positive and significant correlation between rewards and employee commitment.

CONCLUSION AND RECOMMENDATIONS

Going by empirical results of research, the onus is on management of small businesses to ascertain that appropriate measures of staff training and motivating reward for workforce is in place. Analysis reveals that development and training, talent management, and reward as determinants of succession planning have positive effect on small business continuity in Lagos State, Nigeria. The study also showed that succession planning ensures the possibility of small business continuity.

Sequel to the findings of this work, the following are presented as recommendations:

- Development and training plan should be part of organization culture, such that a subordinate and his supervisor can both identify training needs and take measures to fill in training gap accordingly. This will equip a subordinate satisfy the demand requirement of the job.
- Entrepreneurs should develop policies that will support succession planning to ensure business continuity.
- To encourage business continuity through succession planning, Lagos State Government through her agency, Lagos State Employment Trust Fund (LSETF) should stipulate as a pre-

requisite for grant or loan, presentation of business succession plan to ensure business sustenance.

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