

Attitudes and Perceptions of Leadership on Succession Planning in the Indian Manufacturing Sector

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ABSTRACT

This study explores the critical role of organizational leadership in the implementation of succession planning within Indian manufacturing organizations, given the increasing importance of seamless leadership transitions for maintaining operational stability and organizational resilience. The research investigates the attitudes and perceptions of senior leaders towards succession planning, focusing on how their views influence the execution of these strategies. Employing a mixed-methods approach with quantitative and qualitative interviews, the study gathers insights from a representative sample of organizational leaders. The main objectives are assessing leadership attitudes towards succession planning and understanding their perceptions of its implementation. Two key hypotheses are proposed: H01 asserts that leadership attitudes have no significant impact on succession planning, while H02 posits that leadership perceptions do not significantly influence its execution. Analysis of the collected data aims to reveal the extent to which leadership perspectives shape succession planning practices, providing valuable insights and recommendations for strengthening leadership approaches and succession frameworks. The findings are expected to contribute to a broader understanding of how effective leadership can foster a strong succession planning system, driving sustainable growth and resilience in the manufacturing sector.

1. Introduction

Succession planning has emerged as a critical component of strategic management in organizations, particularly within the Indian manufacturing sector, where leadership transitions can significantly impact operational continuity and organizational performance. Effective succession planning ensures a smooth transition of leadership roles, facilitating the retention of institutional knowledge and fostering organizational resilience. The success of succession planning initiatives often hinges on the attitudes and perceptions of organizational leadership, which can shape the implementation processes and outcomes. In India, a country characterized by its unique cultural dynamics and rapidly evolving business landscape, understanding how leaders perceive and approach succession planning is essential for fostering a robust leadership pipeline.

This research paper explores the insights of organizational leadership regarding succession planning in Indian manufacturing organizations, focusing on their attitudes and perceptions. By examining these dimensions, the study seeks to identify critical factors that influence the effectiveness of succession planning initiatives. The significance of this research lies in its potential to illuminate the relationship between leadership perspectives and the successful implementation of succession planning, ultimately contributing to enhanced organizational performance and sustainability.

Through a mixed method research design, this study aims to gather comprehensive data on the views of organizational leaders towards succession planning, examining both qualitative and quantitative dimensions. This paper aspires to provide actionable insights for organizations striving to enhance their succession planning practices by addressing the research questions concerning leadership attitudes and perceptions. The findings of this research are expected to offer valuable contributions to both academic literature and practical applications, guiding organizations in nurturing a culture that recognizes the importance of effective succession planning as a cornerstone of long-term success.

1.1 Problem Statement

In the context of Indian manufacturing organizations, effective succession planning is crucial for ensuring long-term sustainability and maintaining competitive advantage. However, many organizations struggle with implementing successful succession planning initiatives, often due to the pivotal role of leadership attitudes and perceptions. Research indicates that leadership perspectives can significantly influence succession planning processes and practices. Yet, there is a lack of empirical studies systematically exploring these dynamics in the

Indian manufacturing sector. This research investigates how organizational leadership views the implementation of succession planning and whether their attitudes and perceptions significantly impact its effectiveness. The study seeks to uncover the cultural and contextual factors influencing leadership attitudes and provide practical insights for improving succession planning practices. Understanding the interplay between leadership perspectives and the effectiveness of succession planning is vital for organizations aiming to build resilient leadership pipelines. This research aspires to contribute valuable knowledge to academic discourse and practical frameworks, guiding organizations in fostering a culture that prioritizes effective succession planning through supportive and proactive leadership.

1.2 Research Questions

Effective succession planning ensures organizational stability and long-term success, particularly in today's rapidly changing business environment. This research seeks to explore the perceptions of organizational leadership regarding the implementation of succession planning. By examining how leaders view this strategic process, the study aims to uncover the factors influencing their attitudes and beliefs about succession planning initiatives. Understanding these perceptions is essential for identifying potential barriers and opportunities in implementing succession planning, ultimately contributing to developing more effective strategies for cultivating future organizational leaders.

1. How does organizational leadership view the implementation of succession planning?
2. What are the perceptions of organizational leadership regarding the implementation of succession planning?

1.3 Research Objectives

The attitudes and perceptions of organizational leadership largely influence the effectiveness of succession planning. This research explores and assesses these critical factors by examining leadership's attitudes towards implementing succession planning. By understanding how leaders view and perceive this essential process, the study seeks to uncover insights that can inform best practices and strategies for fostering a culture of proactive leadership development. These insights will enhance the effectiveness of succession planning initiatives within organizations, ensuring a smoother transition during leadership changes and promoting long-term organizational resilience.

1. To explore the organizational leadership's attitude towards implementing succession planning.
2. To assess the organizational leadership's perception of implementing succession planning.

1.4 Research Hypotheses

Succession planning is critical to organizational sustainability, yet its effectiveness can vary significantly based on leadership dynamics. This research investigates two pivotal hypotheses regarding the role of managerial leadership in this process. The first hypothesis (H01) posits that the attitude of organizational leadership does not significantly impact the implementation of succession planning. The second hypothesis (H02) asserts that the perception of organizational leadership similarly has no significant effect on succession planning initiatives. By rigorously testing these hypotheses, the study aims to shed light on how leadership attitudes and perceptions influence the success of succession planning efforts, ultimately contributing to developing more effective strategies for leadership continuity within organizations.

1. H01: The attitude of organizational leadership does not significantly impact the implementation of succession planning.
2. H02: The perception of organizational leadership does not significantly impact the implementation of succession planning.

2. Review of Literature

Succession planning, a strategic process to identify, develop, and prepare individuals to assume leadership roles, is paramount for the long-term sustainability of any organization. In the context of Indian manufacturing organizations, the attitudes and perceptions of leadership towards succession planning can significantly impact its effectiveness. This literature review explores the existing research on succession planning in Indian manufacturing organizations, focusing on leadership insights, challenges, and best practices. A significant body of research highlights the importance of succession planning in Indian manufacturing organizations. Kumar and

Sharma (2016) found that most leaders recognize its strategic value in ensuring business continuity, maintaining organizational knowledge, and fostering a talent pipeline. However, implementation challenges hinder its effectiveness, such as short-term pressures, resistance to change, and lack of resources.

The preference for internal talent is prevalent in Indian manufacturing organizations, driven by cultural factors, cost considerations, and the belief in nurturing homegrown talent (Singh & Gupta, 2018). However, identifying suitable internal candidates with the necessary skills and experience can be challenging, especially in organizations with limited talent pools or those facing rapid technological advancements. Leadership plays a crucial role in driving effective succession planning. Top-down commitment is essential to foster a culture of development and ensure that succession planning is a priority (Chatterjee & Banerjee, 2020). The leaders may struggle to balance short-term business objectives with the long-term investments required for succession planning, leading to a focus on immediate needs rather than future leadership development. Performance management and succession planning are closely intertwined. Regular performance reviews can help identify high-potential individuals and provide feedback on their development needs (Rao & Reddy, 2022). However, challenges may arise in linking performance metrics directly to succession planning, especially in organizations with complex performance evaluation systems or where subjective factors play a significant role.

Cultural factors can influence succession planning practices in Indian manufacturing organizations. The emphasis on seniority, family connections, or caste may sometimes hinder the selection and development of the most qualified individuals (Bhattacharya & Das, 2023). Successful succession planning requires organizations to be adaptable and open to change, even when faced with cultural challenges. Several recommendations emerge from the literature to enhance the effectiveness of succession planning in Indian manufacturing organizations. Top-down commitment, a comprehensive talent management framework, integration of performance management, cultural awareness, external benchmarking, and continuous development are key areas to focus on. Succession planning is a critical leadership challenge in Indian manufacturing organizations. While there is growing recognition of its importance, implementation challenges, cultural factors, and leadership attitudes can hinder its effectiveness. By addressing these challenges and implementing effective practices, Indian manufacturing organizations can build a strong pipeline of future leaders and ensure long-term success.

3. Research Methodology

This study employs a mixed-methods research design that integrates both quantitative and qualitative approaches to understand the impact of leadership perceptions on succession planning effectiveness. A nonprobability purposive sampling technique was utilized to ensure representation from various organizational contexts and leadership styles. Based on Morgan's sampling table, a minimum sample size of 384 was determined, and a total of 385 responses were collected for this research.

A structured questionnaire was developed to gather quantitative data, focusing on respondents' perceptions of leadership, satisfaction with succession planning effectiveness, and relevant demographic information. The questionnaire consists of Likert scale items and multiple-choice questions designed to measure attitudes toward succession planning, the perceived importance of leadership roles, and organizational commitment to talent development. This dual approach thoroughly examines the relationship between leadership perceptions and succession planning, providing valuable insights that inform practical organizational strategies.

4. Data Analysis

Data analysis is essential in research, as it enables evidence-based conclusions, validates or disproves hypotheses, and adds to the broader body of knowledge in a given field. Well executed data analysis enhances the credibility of the research, making the findings more compelling to the academic community and readers. Descriptive analysis is used to understand the demographic profile of respondents, while inferential analysis examines the hypothetical relationships between dependent and independent variables. This process is critical to research, involving statistical and analytical techniques to identify relationships, patterns, and trends within the collected data.

4.1 Hypothesis 1

The attitude of organizational leadership is crucial for successfully implementing succession planning. The regression analysis was used to assess the impact of leadership attitudes on succession planning effectiveness. Leadership attitudes were measured across key factors like commitment, willingness to invest in talent, and openness to change using a Likert scale. The effectiveness of succession planning was also evaluated based on

outcomes such as identifying successors and smooth leadership transitions.

The analysis aimed to determine whether positive leadership attitudes predicted better succession planning outcomes. A significant positive result would show that favourable leadership attitudes improve the implementation of succession planning. The findings revealed that leadership attitudes strongly influence the success of succession planning, offering insights for enhancing organizational leadership continuity and resilience.

H01: The attitude of organizational leadership does not significantly impact the implementation of succession planning.

Ha1: The attitude of organizational leadership significantly impacts the implementation of succession planning.

Table 1 Variables summary Hypothesis 1

Variables Entered/Removed ^b				
Model		Variables Entered	Variables Removed	Method
	1	Regular review and assessment of succession planning progress by leadership, communication of succession planning importance by leadership to employees and stakeholders, Leadership support in the implementation of succession planning initiatives, alignment between strategic goals and leadership's commitment to succession planning, commitment of organizational leaders to providing resources for succession planning ^a	.	Enter
a. All requested variables entered.				
b. Dependent Variable: Satisfaction with succession planning effectiveness				

Table 2 Model Summary Hypothesis 1

Model Summary ^b											
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Change Statistics					DurbinWatson
						R Square Change	F Change	df1	df2	Sig. Change	
1	.608 ^a	.570	.562	.822	.470	50.921	5	434	.000	1.992	
a. Predictors: (Constant), Regular review and assessment of succession planning progress by leadership, communication of succession planning importance by leadership to employees and stakeholders, Leadership support in implementation of succession planning initiatives, alignment between strategic goals and leadership's commitment to succession planning, commitment of organizational leaders to providing resources for succession planning											
b. Dependent Variable: Satisfaction with succession planning effectiveness											

The regression model summary assesses the impact of leadership attitudes on succession planning effectiveness, revealing several key insights. The R-value of 0.608 indicates a moderate to strong positive correlation between leadership attitudes and satisfaction with succession planning effectiveness, suggesting that favourable attitudes enhance satisfaction. Additionally, the R Square value of 0.570 means that 57% of the variance in succession planning effectiveness can be explained by leadership attitudes, highlighting their significance as predictors. The Adjusted R Square value of 0.562 accounts for the number of predictors in the model, indicating that it is well-specified and that the chosen attitudes are relevant. The standard error of 0.822 reflects the average distance of observed values from the regression line, with a lower value indicating a better fit. An R Square Change of 0.470 and an F Change of 50.921 signify that the model explains significant variance in succession planning effectiveness. The Sig. F Change value of 0.000, which is less than the alpha level of 0.05, confirms that these predictors contribute meaningfully to the model. The Durbin-Watson statistic of 1.992, close to 2, suggests no significant autocorrelation in the residuals, satisfying the assumption of independent errors in the regression model. The analysis demonstrates that leadership attitudes significantly influence succession planning effectiveness. The moderately strong R value and high R Square indicate that attitudes related to regular reviews, communication, support, alignment with strategic goals, and resource commitment are crucial for successful succession planning. The statistically significant F Change value allows for rejecting the null hypothesis, confirming a significant relationship between leadership attitudes and succession planning effectiveness. These findings suggest that organizations should cultivate positive leadership attitudes toward succession planning, emphasizing regular reviews, clear communication, strategic alignment, and resource allocation to enhance overall satisfaction and success in their succession planning efforts. Ultimately, these insights provide actionable recommendations for improving organizational leadership and ensuring continuity and resilience.

Table 3 ANOVA Hypothesis 1

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	132.817	5	26.563	50.921	.000 ^a
	Residual	226.399	434	.522		

Total	359.216	439		
a. Predictors: (Constant), Regular review and assessment of succession planning progress by leadership, communication of succession planning importance by leadership to employees and stakeholders, Leadership support in the implementation of succession planning initiatives, alignment between strategic goals and leadership's commitment to succession planning, commitment of organizational leaders to providing resources for succession planning				
b. Dependent Variable: Satisfaction with succession planning effectiveness				

The ANOVA table presents a statistical analysis of the regression model assessing the impact of leadership attitudes on succession planning effectiveness. The regression sum of squares (132.817) indicates the variation explained by the model, while the residual sum of squares (226.399) represents the variation not explained, yielding a total sum of squares of 359.216. The regression has 5 degrees of freedom (reflecting the number of predictors), while the residual has 434 degrees of freedom. The mean square for regression is 26.563, and for residuals, it is 0.522, contributing to a high Fstatistic of 50.921. This high Fstatistic suggests that the model explains significant variance in succession planning effectiveness. The P value of 0.000 provides strong evidence against the null hypothesis, which claims that organizational leadership attitudes do not significantly impact succession planning. Therefore, we reject the null hypothesis, concluding that positive leadership attitudes are essential for successful succession planning initiatives. This analysis highlights the critical role of supportive leadership in effectively implementing succession planning strategies.

Table 4 Regression Coefficients Hypothesis 1

Coefficients ^a						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.614	.138		11.715	.000
	Leadership support in implementation of succession planning initiatives	.417	.063	.519	6.666	.000
	Commitment of organizational leaders to providing resources for succession planning	.309	.073	.405	4.236	.000
	Alignment between strategic goals and leadership's commitment to succession planning	.154	.061	.179	2.537	.012
	Communication of succession planning importance by leadership to employees and stakeholders	.076	.047	.095	1.602	.110
	Regular review and assessment of succession planning progress by leadership	.230	.073	.253	3.163	.002
a. Dependent Variable: Satisfaction with succession planning effectiveness						

The coefficients table summarizes the regression analysis results, illustrating the relationship between various leadership attitudes and the effectiveness of succession planning. The constant term is 1.614, representing the baseline satisfaction level with succession planning effectiveness when all predictors are zero. Among the independent variables, "Leadership support in the implementation of succession planning initiatives" has an unstandardised coefficient of 0.417 and a standardised coefficient (Beta) of 0.519, indicating a strong positive correlation with satisfaction levels backed by a significant pvalue of 0.000. In contrast, "Commitment of organizational leaders to providing resources for succession planning" shows a negative unstandardised coefficient of 0.309 and a standardised coefficient of 0.405, suggesting that insufficient commitment adversely affects satisfaction, also significant with a pvalue of 0.000.

Other variables include "Alignment between strategic goals and leadership's commitment to succession planning," which positively influences satisfaction with a coefficient of 0.154 and a significant pvalue of 0.012. However, "Communication of succession planning importance by leadership to employees and stakeholders" presents a coefficient of 0.076 and a pvalue of 0.110, indicating it is not statistically significant in predicting satisfaction levels.

Regular review and assessment of succession planning progress by leadership" shows a positive coefficient of 0.230 and is significant at a pvalue of 0.002, highlighting its role in enhancing satisfaction with succession planning effectiveness. These findings emphasize that supportive leadership attitudes, particularly in implementation and regular reviews, are vital for successful succession planning within organizations.

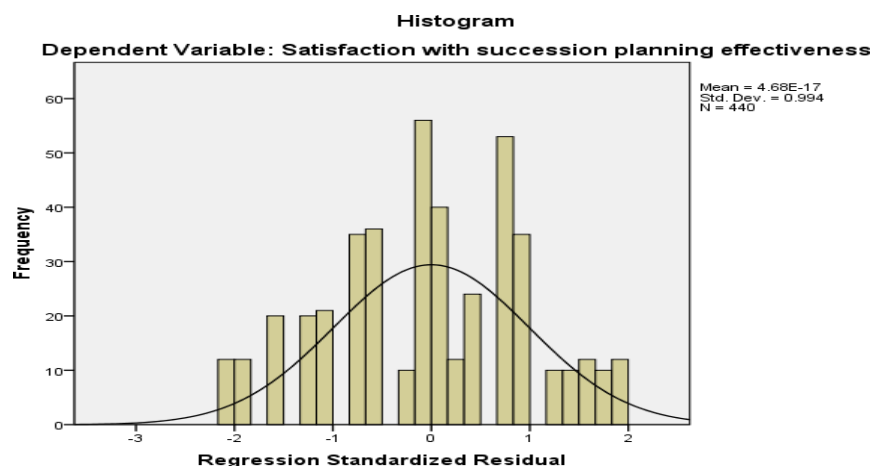
Table 5 Residuals Statistics Hypothesis 1

Residuals Statistics ^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.33	4.46	3.67	.550	385
Residual	1.455	1.343	.000	.718	385
Std. Predicted Value	2.430	1.426	.000	1.000	385
Std. Residual	2.015	1.860	.000	.994	385
a. Dependent Variable: Satisfaction with succession planning effectiveness					

The residuals statistics table provides essential insights into the fit of the regression model assessing satisfaction with succession planning effectiveness. The predicted values range from a minimum of 2.33 to a maximum of 4.46, with a mean of 3.67 and a standard deviation of 0.550, indicating that the model accurately captures the average satisfaction level within the sample. The residuals, representing the differences between observed and predicted values, have a minimum of 1.455 and a maximum of 1.343, with a mean close to zero (0.000) and a standard deviation of 0.718. This suggests the model's predictions are generally accurate, with residuals fairly distributed around zero.

Standardised predicted values range from 2.430 to 1.426, indicating some extreme values that could influence the overall fit. Similarly, the standardised residuals range from 2.015 to 1.860, with a mean of 0.000 and a standard deviation of 0.994. These standardised residuals help identify potential outliers or influential observations affecting the model's reliability. The residual statistics indicate the model fits the data well, with residuals centred on zero. The extreme values warrant further investigation to ensure robustness in the regression analysis.

Graph 1 Histogram Hypothesis 1



The histogram of the residuals from the regression model assessing satisfaction with succession planning effectiveness reveals a bell-shaped curve centred on zero, indicating that the residuals are approximately normally distributed. This confirms that the model's assumptions are met, suggesting that the regression results are reliable and the predictions accurately reflect the data's underlying relationships. We can conclude that the model effectively captures the factors influencing satisfaction with succession planning, providing a solid foundation for the insights derived from the analysis. This reinforces the validity of the findings and supports implementing strategies to enhance succession planning practices within organizations.

4.2 Hypothesis 2

The perception of organizational leadership plays a crucial role in implementing succession planning. To investigate this relationship, regression analysis was utilized to assess how leadership perceptions influence the effectiveness of succession planning within organizations. Leadership perception was measured through variables such as the importance of succession planning, the organization's readiness for leadership transitions, and aligning succession planning with long-term strategic goals. These variables were evaluated using a Likert scale, where higher scores indicated more favourable perceptions. The effectiveness of succession planning, the dependent variable, was measured by outcomes such as the identification and development of potential successors, integration into broader organizational strategies, and successful execution of leadership transitions.

H02: The perception of organizational leadership does not significantly impact the implementation of succession planning.

Ha2: The perception of organizational leadership significantly impacts the implementation of succession planning.

Table 6 Variables Summary Hypothesis 2

Variables Entered/Removed ^b				
Model		Variables Entered	Variables Removed	Method
	1	Organizational commitment to talent identification and development within succession planning, Perception of CHRO's sole responsibility for succession, Perception of CEO's sole responsibility for succession, Perception of succession planning priority, Initiation of leadership succession discussions by the board, Perception of responsibility for succession oversight by the board or NRC, Inclusion of transition period in succession planning, Consistency of succession planning as an ongoing process, Extent of leadership succession discussions beyond CEO and KMPs, Significance of succession planning for compliance and board priority, Timing of succession planning relative to departures, Existence of formal succession planning procedure ^a	.	Enter
a. All requested variables entered.				
b. Dependent Variable: Satisfaction with succession planning effectiveness				

The regression analysis sought to evaluate whether positive leadership perceptions significantly predicted improved outcomes in succession planning. By analyzing the regression coefficients, the study examined how changes in leadership perception correlated with the effectiveness of succession planning. A statistically significant positive coefficient would suggest that more favourable leadership perceptions lead to better implementation of succession planning. The findings highlight that enhancing leadership perceptions could improve organizational succession planning practices.

Table 7 Model Summary Hypothesis 2

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					DurbinWatson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.755 ^a	.570	.558	.602	.570	47.108	12	427	.000	1.890
a. Predictors: (Constant), Organizational commitment to talent identification and development within succession planning, Perception of CHRO's sole responsibility for succession, Perception of CEO's sole responsibility for succession, Perception of succession planning priority, Initiation of leadership succession discussions by the board, Perception of responsibility for succession oversight by the board or NRC, Inclusion of a transition period in succession planning, Consistency of succession planning as an ongoing process, Extent of leadership succession discussions beyond CEO and KMPs, Significance of succession planning for compliance and board priority, Timing of succession planning relative to departures, Existence of formal succession planning procedure										
b. Dependent Variable: Satisfaction with succession planning effectiveness										

The regression analysis aimed to test the hypothesis that perceptions of organizational leadership significantly impact the effectiveness of succession planning. Key findings from the model summary table include several essential metrics. The R-value of 0.755 indicates a strong positive correlation, suggesting that improved leadership perceptions enhance the effectiveness of succession planning. Furthermore, the R Square value of 0.570 shows that approximately 57% of the variance in succession planning effectiveness can be explained by leadership perception variables, highlighting their significance. The Adjusted R Square value of 0.558 confirms that the model is well-fitted and appropriately accounts for the number of predictors without overfitting. A standard error of 0.602 indicates that the model's predictions closely align with the observed data.

An R Square Change of 0.570 and an F Change of 47.108 signify that leadership perceptions meaningfully explain succession planning effectiveness, with a significance level (p-value = 0.000) confirming the model's statistical significance. The Durbin-Watson statistic 1.890 suggests no significant autocorrelation in the model's residuals, validating the analysis. The results strongly support the hypothesis that leadership perceptions significantly influence the implementation of succession planning. Variables such as the perceived importance of succession planning and organizational readiness for leadership transitions emerged as critical factors. The significant F Change value allows for rejecting the null hypothesis, indicating that more positive leadership perceptions correlate with greater effectiveness in succession planning. These findings suggest that organizations should priorities enhancing leadership perceptions regarding succession planning as a strategic lever for improving outcomes. Efforts to increase awareness, align succession planning with strategic goals, and ensure ongoing leadership involvement can significantly enhance organizational readiness for leadership transitions, ultimately ensuring continuity and resilience in leadership.

Table 8 ANOVA Hypothesis 2

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	204.641	12	17.053	47.108	.000 ^a
	Residual	154.575	427	.362		
	Total	359.216	439			
a. Predictors: (Constant), Organizational commitment to talent identification and development within succession planning, Perception of CHRO's sole responsibility for succession, Perception of CEO's sole responsibility for succession, Perception of succession planning priority, Initiation of leadership succession discussions by the board, Perception of responsibility for succession oversight by the board or NRC, Inclusion of the transition period in succession planning, Consistency of succession planning as an ongoing process, Extent of leadership succession discussions beyond CEO and KMPs, Significance of succession planning for compliance and board priority, Timing of succession planning relative to departures, Existence of formal succession planning procedure						
b. Dependent Variable: Satisfaction with succession planning effectiveness						

The ANOVA table for the regression model assessing “Satisfaction with succession planning effectiveness” reveals essential insights into the predictive power of the independent variables. The F statistic of 47.108 and a pvalue of 0.000 indicate that the model is statistically significant, suggesting that leadership perception variables such as organizational commitment to talent identification, prioritization of succession planning, and leadership succession discussions explain a substantial portion of the variance in succession planning effectiveness. The regression sum of squares (204.641) represents the variation in satisfaction explained by these predictors. In contrast, the residual sum of squares (154.575) reflects the unexplained variation, resulting in a total sum of squares of 359.216. The pvalue of 0.000 leads us to reject the null hypothesis, confirming that leadership perceptions significantly influence the effectiveness of succession planning. This underscores the critical role of leadership perception variables in the success of succession planning initiatives within organizations.

Table 9 Regression Coefficients Hypothesis 2

Coefficients ^a						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.464	.140		10.461	.000
	Perception of succession planning priority	.092	.041	.121	2.256	.025
	Existence of formal succession planning procedure	.298	.062	.383	4.822	.000
	Significance of succession planning for compliance and board priority	.102	.053	.136	1.912	.056
	Consistency of succession planning as an ongoing process	.072	.070	.083	1.034	.302
	Timing of succession planning relative to departures	.090	.057	.122	1.569	.117
	Perception of responsibility for succession oversight by the board or NRC	.375	.044	.385	8.609	.000
	Perception of CEO's sole responsibility for succession	.114	.031	.162	3.659	.000
	Perception of CHRO's sole responsibility for succession	.024	.035	.034	.689	.491
	Inclusion of transition period in succession planning	.083	.045	.106	1.848	.065
	Initiation of leadership succession discussions by the board	.030	.061	.032	.495	.621
	Extent of leadership succession discussions beyond CEO and KMPs	.006	.057	.007	.104	.917
	Organizational commitment to talent identification and development within succession planning	.140	.054	.165	2.599	.010
a. Dependent Variable: Satisfaction with succession planning effectiveness						

The coefficients table provides critical insights into the factors affecting satisfaction with succession planning effectiveness. The constant term of 1.464 represents the baseline satisfaction level when all other variables are controlled. A formal succession planning procedure is a robust positive factor ($B = 0.298$, $p < 0.001$), indicating that formal processes significantly enhance satisfaction. Additionally, the perception of responsibility for succession oversight by the board or Nomination and Remuneration Committee (NRC) has a notable positive impact ($B = 0.375$, $p < 0.001$), suggesting that shared oversight leads to increased satisfaction levels.

Conversely, the perception that the CEO holds sole responsibility for succession planning has a negative effect ($B = 0.114$, $p < 0.001$), indicating that such concentration of responsibility diminishes the perceived effectiveness of succession initiatives. Furthermore, organizational commitment to talent identification and development positively contributes to satisfaction ($B = 0.140$, $p = 0.010$), highlighting the importance of investing in future leaders. Some variables, like the perception of succession planning as a priority ($B = 0.092$, $p = 0.025$), negatively affect satisfaction, suggesting that low-priority perceptions hinder effectiveness. Factors such as the inclusion of a transition period and the compliance significance of the succession planning approach

significance do not meet the strict criteria. Additionally, aspects like leadership succession discussions beyond the CEO and Key Management Personnel (KMPs) and initiation of discussions by the board show no significant impact. The findings underscore that shared responsibility, formal processes, and commitment to talent development are essential for enhancing satisfaction with succession planning effectiveness. In contrast, reliance solely on the CEO for succession planning appears detrimental. A well-structured, collaborative approach is vital for improving organizations' perceived effectiveness of succession planning.

Table 10 Residuals Statistics Hypothesis 2

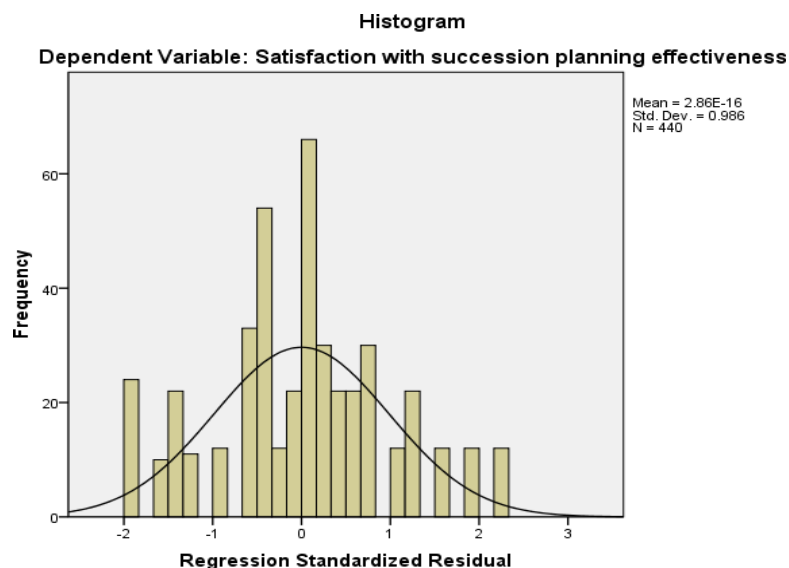
Residuals Statistics ^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.07	4.93	3.67	.683	385
Residual	1.200	1.382	.000	.593	385
Std. Predicted Value	2.339	1.842	.000	1.000	385
Std. Residual	1.994	2.298	.000	.986	385

a. Dependent Variable: Satisfaction with succession planning effectiveness

The residuals statistics table provides valuable insights into the distribution of residuals and predicted values in the regression model assessing satisfaction with succession planning effectiveness. The model predicts satisfaction levels ranging from a minimum of 2.07 to a maximum of 4.93, with a mean of 3.67 and a standard deviation of 0.683. This indicates a relatively wide range of predicted satisfaction levels centred around the mean, reflecting the model's capacity to capture varying satisfaction levels. The residuals, the differences between observed and predicted values, range from 1.200 to 1.382, with a mean close to 0, as expected. The standard deviation of the residuals is 0.593, suggesting moderate variability in how well the model's predictions align with actual data.

These residuals range from a minimum of 1.994 to a maximum of 2.298. Both values are within acceptable limits, indicating no extreme outliers that could compromise the integrity of the regression analysis. The analysis of the residuals suggests that the model fits the data reasonably well. The absence of significant outliers or major deviations supports the model's validity, with residuals symmetrically distributed around zero. This reinforces confidence in the model's ability to explain satisfaction with succession planning effectiveness, adhering to the assumptions of normality and homoscedasticity.

Graph 2 Histogram Hypothesis 2



The bell-shaped curve of the histogram of the residuals indicates that the errors in predicting satisfaction with succession planning effectiveness are typically distributed, suggesting a well-fitting regression model. Most residuals are near zero, meaning the model's predictions closely align with actual values, with no significant overestimation or underestimation. The symmetrical distribution of residuals supports the model's validity and confirms that leadership perceptions are accurately reflected in succession planning effectiveness.

5. Findings

The research aimed to investigate the hypothesis that organizational leadership perceptions significantly impact

the effectiveness of succession planning. The findings from the regression analysis and the corresponding statistical evaluations provide substantial evidence supporting this hypothesis.

1. The regression model demonstrated a robust positive correlation between leadership perceptions and succession planning effectiveness, with an R-value of 0.755. This indicates that as leadership perceptions improve, the effectiveness of succession planning similarly increases. The model explains approximately 57% of the variance in satisfaction levels ($R^2 = 0.570$), highlighting the critical role that leadership perceptions play in shaping successful succession outcomes.
2. Several predictors related to leadership perceptions emerged as significant contributors to succession planning effectiveness. Notably, the Existence of a formal succession planning procedure ($B = 0.298, p < 0.001$) and the perception of responsibility for succession oversight by the board or Nomination and Remuneration Committee ($B = 0.375, p < 0.001$) were strongly positively associated with satisfaction levels. This underscores the importance of structured processes and shared accountability in enhancing succession planning effectiveness.
3. The concentration of succession planning responsibility solely on the CEO negatively impacted satisfaction ($B = 0.114, p < 0.001$). This finding suggests that a collaborative approach, where multiple leaders share responsibility for succession planning, is essential for fostering a positive perception and effective implementation.
4. Organizational commitment to talent identification and development was positively associated with satisfaction ($B = 0.140, p = 0.010$). This highlights the significance of investing in future leaders and nurturing a culture prioritizing leadership development as a critical element of succession planning.
5. The ANOVA results showed that the regression model was statistically significant ($F = 47.108, p = 0.000$), affirming that the leadership perception variables collectively explain a meaningful portion of the variance in succession planning effectiveness. The residual statistics further indicated a good model fit, with residuals symmetrically centred around zero and no significant outliers detected. This confirms that the model's predictions align well with actual satisfaction levels.

The findings suggest that organizations aiming to enhance their succession planning practices should focus on fostering positive leadership perceptions regarding the value and necessity of succession planning. This could be achieved by increasing awareness of its importance, aligning succession planning initiatives with organizational strategic goals, and ensuring active involvement from leadership at all levels. By adopting a collaborative and structured approach to succession planning, organizations can better prepare for leadership transitions, ultimately enhancing their long-term resilience and success.

The research provides compelling evidence that positive leadership perceptions are crucial for effective succession planning, reinforcing the need for organizations to cultivate an environment that prioritizes collaborative leadership and proactive succession strategies.

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