

## **Sustainability of the Hospitality Sector in Rivers State; the Leadership Succession Strategy Option**

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**Abstract:** This study examined Leadership succession strategy and the sustainability of the Hospitality industry in Port Harcourt, Rivers State, Nigeria. All principal managers of the hospitality firms especially hotels were targeted in this study, however, a representative sample of 171 respondents was derived from the total target population of 302 principal managers of the studied hotels using the Taro Yamene sample determination formula. Data were sourced primarily using structured closed ended four-point Likert scale questionnaire. The study hypotheses were tested using the Pearson Product Moment Correlations coefficient statistical tool and presented with the aid of SPSS software. Results derived from the findings of the study showed strong and significant relationship between the tested dimensions of leadership succession strategies which included but not limited to referral, hereditary, achievement and charismatic succession strategies in relationship with the measures of sustainability of the hospitality firms (hotels) in Port Harcourt, Rivers State which embrace growth of the hotels and profitability status. Based on these findings, all the strategies so tested except hereditary indicated strong and significant relationships and are recommended for use in the hospitality industry in Rivers State.

**Keywords:** Succession, Charisma, Achievement, Referral, Hereditary and Sustainability

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### **1. Introduction**

The inability of organizations to have a well-articulated leadership succession plan and culture is capable of leading to commotion and leadership transition crisis. For instance, sudden death, incapacitation, unplanned resignation or retirement could be disruptive if there is no pool of talents readily available. Management may find itself in a situation where it has irreconcilable difference or fall out with attendant consequences on the organization's performance and image. Successful companies, agencies and organizations have one thing in common which is culture of succession management. Leadership succession is of considerable interest among management, especially in a country like ours. Leadership succession, whether in the public or private sector organizations, is a critical issue at all levels of the organization. There are also instances where a large number of employees in the senior and middle management positions could retire within the same period. This would definitely create a huge vacuum and adversely affect performance growth. Organizations do not have to wait for leadership transition problems or challenges to manifest before taking steps to ensure continuity of leadership talents. It is therefore imperative to have in place a process that is capable of developing a pool of talents, especially in key operational areas. Successful leaders are often removed prematurely from organizations they are improving on to mount a rescue in another organization facing similar crisis. This form of succession can cause more harm than good to the sustainability of such business organization, reason being that the incoming successor may have a divergent view other than predecessor's view hence the need for a succession plan to aid business sustainability. Today's global business conditions expressed through strong and relentless market competition, technological, information and communication advances and changing consumer behaviour are becoming tasking for the health sector organisations. Hence there is need for strategic leadership succession. Developing a robust strategy of leadership capability is a long-term business plan which requires a general and systematic approach to identifying, assessing and developing the succession of leadership talent. Leadership succession is one of the most critical and intimidating tasks that organizations face due to the prevalent political manipulations within the states as well as the cabal nature of the governance structure.. Unfortunately, there are few organizations that set forth in a concise way to established best practices that can provide practical guidance on their implementation. Although succession strategy is a complex practice, its outcomes if well managed brings about restructuring and balances the operations of an organization which will in turn lead to business sustainability. It is an event that must be practiced by every organization since change is

the only permanent thing on earth. Failure to care for leadership succession is sometimes as a result of manipulation or self-centeredness; but more often it is an oversight, neglect or pressures of crisis management. Leadership Succession is often mismanaged because basic assumptions about leadership are flawed,

[1]. The role of business leadership is to work with people through clear and defined corporate plans in order to achieve the goals of the organization. For that aim, leaders have to understand the human behaviour and to be capable of communicating it, in order to motivate and lead others. The function of Leadership consists of the capability to influence the behaviour of individuals and groups on their work. Leadership may be broadly defined as the relation between an individual and a group built around some common interest and behaving in a manner directed or determined by him.

[2]. In the perspective that business leadership and succession challenges can only be understood in the context of current succession strategies such as some genetic (hereditary), charismatic, referral and achievement factors for the business leadership to be sustained, the relevant and fit leadership succession management strategy practices need to support the organization's vision and strategy while also being aligned with the organization's core values and culture. Leadership Succession management is an enterprise-wide business process owned by the Chief Executive Officer and executive leadership and executed by leaders at all levels throughout the organization. It is an integrated part of an organization's workforce strategy and systems, driven by Human Resources Managers. Sustainability management matters because we only have one planet, and we must learn how to manage our organizations in a way that ensures that our planet is maintained,

[3]. Business sustainability is recognized as a high priority by many top-level leaders. Organizations can be thrown into confusion when leaders have to be replaced suddenly and unexpectedly due to unforeseen circumstances. This is true even when leadership transitions are anticipated due to fusion, acquirement, retirement, career change or restructures. Boards of directors are either lauded or denounced for their handling of executive transitions. Business sustainability is the cornerstone of maintaining strategic viability. According to

[4], most cases of Leadership succession ended up being a contradictory mix of unplanned discontinuity and continuity: discontinuity with the achievements of a leader's immediate predecessor, and continuity with (or regression to) the ordinary state of affairs preceding that predecessor. Leadership succession plan secures future leadership capability, which is critical for driving organizational performance. It is an active and vital on-going organizational process, which embraces the dynamic leadership patterns and integrates the identification, assessment and development of talent with long-range strategic planning. Though, Succession planning is a process, not a plan. Most businesses today claim to have a succession planning program in place, designed to identify talented individuals throughout the organization and prepare them for defined leadership roles. In many cases, however, these efforts are focused only on a handful of high-potential executives who are considered next-in-line for the Organizational tasks. Beyond that first or second organizational layer, the succession planning team typically has only minimal awareness of the employees who actually produce results for the company the "pivotal talent" that makes the organization successful.

### **Developing a succession plan**

[5] stated that, the key to successful Succession Planning is to marry critical age profile data and skill related data to key organizational objectives and goals. He goes on to debate that, Succession Planning, by its very nature, is a strategic management objective that reaps reward five to ten years away from initial programme introduction. This indicates that, succession planning successes isn't base on short term but on a long term basis. When identifying the entry level of a Succession Planning profile.

[6] proposed that companies should not focus on job titles as a starting point but rather concentrate on key skills and behaviours (competencies) needed to successfully lead the business to accomplish its competitive strategy. He stresses that concentrating on job titles in the organizational chart results in backward focused Succession Planning which is not future orientated or strategically driven. Guinn argues that traditionally, organisations have focused on progression within a particular job or career path as the most effective way to groom employees for future job requirements. What globalisation, downsizing and technological changes have taught, is that positions further along the career path can often disappear before an employee reaches their expected potentials? According to them, to develop a pipeline of succession talent, organizations need to be proactive, not reactive, make it a priority at all levels, use a systematic approach, be clear and flexible about what they need and give potential successors a broad education.

### **Charismatic Strategy**

[7] stated that, no one is genetically programmed to be a leader. He believes some people are given the label "because they effortlessly, spontaneously, consistently, and frequently demonstrate the specific skills that

cause others to willingly follow". This conception follows the ideas of whether leaders are born or made. Charismatic Leadership is about achieving results beyond expectations through an exceptionally possessed quality. The central premise is that leaders influence followers by creating meaningful work,

[8]. Charismatic leaders provide individualized consideration to their followers. They are careful to attend to their followers' needs and to be able to identify their followers' needs for growth and profit. They also stated that, Leaders with this style result in a more engaged, devoted and less self-centered employees. Understanding the power of charisma is important to those leaders developing succession planning and management programs, as they themselves need to possess these skills and need to be able to identify and build these skills in their future leaders.

[7] notes an innate behavioural aptitude or temperament does not guarantee those things will be actualized. So even if there are some innate characteristics of leadership within an individual, they won't manifest themselves unless something draws them out. And when they do reveal themselves, the argument according to [9], is that the individual will be like a natural born leader in the eyes of others. Charismatic leaders have a quality which is hard to pin down, but which attracts followers and inspires people to action.

[10], referred to Thomas Aquinas as a man whom the moral goodness of behaviours should be judged on the basis of the objective act itself, the subjective motive of the actor, and the context in which this act is performed. Applying this to charismatic leadership, there are three ethical dimensions: *the leader's motives, the leader's influence strategies, and the leader's character formation*. As further analyzed by Kanungo and Mendonca (1996), charismatic leadership in its positive form is altruistic, influences in empowering ways, emphasizes vision by changing followers' core attitudes, beliefs and values, and manifests needs that are self-developmental. Most studies show that there is a greater relationship between charismatic leadership and performance of the enterprise whether the goals are set at organizational or individual level.

### **Achievements Strategy**

Achievement is defined as the observable or measurable behaviour of a person in a particular situation usually experimental situation. This means that achievement measures the aspect of behaviour that can be observed at a specific period. It is the observed performance that makes one a reliable leader per excellence. To determine achievement, an achievement test was conducted by

[11], out of which they suggested that leadership should be given to those who have high achievement attributes. This is because this kind of people if made leaders, they strive as much as they can not to give room for failure and also try to maintain a steady state of growth within and outside the business organization. This implies that, leaders with high achievements characteristics has high percentage of achievement than failure if make leader of an organization. Achievement leaders are educated, being likely to have a college degree and graduate qualification. This is mainly driven by those who take office in organizations when executive constraints are weak. In strong executive constraint organizations, achievement leaders are placed for rescue mission.

### **Referral Strategy**

An effective referral system ensures a close relationship between all levels of the business organization and helps to ensure people receive the best possible care closest to home. It also assists in making cost-effective use of business. Support to business establishments that has experienced these form of leadership transition and outreach services by experienced staff from another business or career helps build capacity and enhance access to better quality. In many developing and developed countries, a high proportion of leaders are seen by one and recommended to the board of directors in public sectors to be in charge of organizations, this is possibly effective when the proposed recommended leader is seen as per what impacts he has made in other places,

[12]. Leadership by referral is also an important and well embraced succession principle that is more prevalent in political appointments and recommendations for public services. It is quite unfortunate today that most appointments into public position especially businesses are through a strong alimnt with parties and also a believed charismatic group.

### **Hereditary Strategy**

Hereditary leadership is a form of leadership transition wherein the ruler-ship of a business is passed down from one member of the family to the next. The strength of this rule is that there is a lay down line of succession. The possibility of hereditary rule could create an incentive for good governance using a regression discontinuity design, he argue that dynastic political power is self-maintaining with a positive impact to organization. [13]. Hereditary transitions of power were part of a wider strategy for sustaining elite control in autocracies since it provides a means of insulating the elite from potentially destabilizing power struggles. This

means hereditary leadership strategy shapes out the need for succession planning and also lays a well-defined succession policy. Harrison, McKinnon & Terry (2006), succession planning “refers to a systematic process of developing individuals to fill an organization’s key roles”. When an organization has a well-planned leadership succession planning strategies and sustainable program, there are a number of qualified people available who are prepared to transition into a number of leadership roles. In developing successful leadership succession planning and sustainability programs, there are some common themes throughout planning process that must be considered most relevant. Using hereditary leadership succession strategy, [14], highlight that succession planning criteria should include examples of previous success in key operational experiences coupled with consistent demonstration of specific and relevant behaviours that leadership in the organization has identified as being critical for success. Hereditary succession planning and management is more about developing family candidates for success rather than just filling a position with already employed workers [15]. Growing potential leaders from within the family, if done right, has a number of advantages. These include: increased loyalty to the organization, an inherent understanding of the underlying culture of the organization and individuals who may be more readily accepted into leadership positions by their peers, who have developed a trusting relationship with them and the proprietary family. Leadership succession by hereditary is well embarrassed by elites in any society especially when the tribe meant for the succession is occupied by potential and reputable personalities.

### **Danger of political Leadership succession on business**

Leadership class in Nigeria cannot exonerate itself from the current travails of socio-economic underdevelopment in the country. It explores from a historical perspective the pernicious effect of corruption on public policy decisions, actions, and the management of collapsed infrastructure and the nation’s resources as well as its socio-economic implications to the development and sustainability of businesses. [16] noted that political leadership as a potent combination of strategy and character and strongly emphasised that, of the two elements; character is the most preferred for leadership. It is an incontrovertible fact that corruption has been the bane of Nigeria’s development. Thus, without mincing words the phenomenon has ravaged the country and destroyed most of what is held as cherished national values. Unfortunately, the political class saddled with the responsibility of directing the affairs of the country have been the major culprit in perpetrating this act. Regrettably, since independence, a notable surviving legacy of the successive political leadership both civilian and military that have managed the affairs of the country at different times has been the institutionalisation of corruption in all agencies of the public service, which, like a deadly virus, has subsequently spread to the business sector of the country. History has shown that no nation of the world grew and enjoyed steady development in virtually all spheres of its national life without experiencing good and selfless political leadership. This is largely because qualitative growth and development has always been an outcome of good governance. Commenting on the experience of the Nigerian nation, the renowned novelist, Chinua Achebe, insisted that the root cause of the Nigerian predicament should be laid squarely at the foot of bad leadership. This indicates that, most of the problem of corruption in the country as well as organization (both public and private) is rooted in the leadership system. As they do say, when the righteous rule, the people rejoice. When good people are placed in the helms of affair of organization, the people within the organization or sector enjoy the outcome of good leadership. [17].

## **2. Methods**

In this study, cross-sectional survey design was employed. The population of 300 senior managers from a convenient section of the hospitality organisations (hotels) in Rivers state were studied. Using the Taro Yamene sample determination formula, a sample size of 171 respondents were derived from the a total target population of 302 senior managers of the studied Hotels. The research instruments were designed in four sections. The first section was designed to generate the demographic data of the respondents, the second section was structured to obtain data on the dimensions of leadership succession strategy, thirdly it was to elicit response and generate data on the measures of business sustainability and the last section was to generate data on the moderating variable. The instrument was validated and a reliability test on the instrument was done through Test-re-test in which a pilot administration of the questionnaire was made on a portion of the chosen sample and administered after 3 weeks and relationship between the two results determined.

### **Methods of Data Analysis**

Based on the nature of the study, which tends to find the relationship between two variables, (leadership succession strategy and business sustainability), the Pearson’s product moment correlation coefficient will be used to analysed the data. However, the analysis we be categorized under three headings: primary analysis, secondary analysis and tertiary analysis. The primary analysis here involved the use of

descriptive statistics. The secondary analysis here is the results for the test on the hypotheses. The analysis on the relationship between the variables was carried out at a 95% confidence interval and a 0.05 level of significance. The tertiary level of analysis involved the interpretation of the results of the secondary analysis which constitutes the findings with a view of making conclusions and recommendations.

### **Presentation of Results on the Test of Hypotheses**

We had proposed ten research hypotheses in chapter one of this study to seek explanation to the relationship between leadership succession strategies and business sustainability as well as the moderating influence of organizational culture and motivation in such relationship. The Pearson Moment Correlation Coefficient statistics was calculated using the SPSS version 20 to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable. Correlation coefficients can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while +1.00 represents a perfect positive correlation. A value 0.00 represents a lack of correlation. In testing hypothesis 1 – 10, the following rules were upheld in accepting or rejecting the alternate hypotheses. All the coefficient values that indicate levels of significance (\* or \*\*) as calculated using SPSS were accepted and therefore, our non-hypotheses rejected; when no significance is indicated in the coefficient (r) value, we reject our alternate hypotheses. Our confidence interval was set at the 0.05 (two tailed) level of significance to test the statistical significance of the data in this study.

**Table 1: Correlation Matrix For Charismatic Leadership Succession Strategies And Business Sustainability**

		Charismatic strategy	Profit	Growth
Charismatic strategy	Pearson Correlation	1	.884**	.831**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
Profit	Pearson Correlation	.884**	1	.939**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
Growth	Pearson Correlation	.831**	.939**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

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

The table 1 above shows the correlation of hypotheses one and two. The correlation for hypothesis one shows a significant correlation at  $r = .831^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore accept the alternate hypothesis ( $H_1$ ), and upheld thus, there is a significance relationship between charismatic strategy and growth. The correlation for hypothesis two shows a significant correlation at  $r = .884^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore accept the alternate hypothesis ( $H_2$ ), and upheld the thus, there is a significance relationship between charismatic strategy and profit.

Table 2: Correlation Matrix For Achievement Leadership Succession Strategies And Business Sustainability

		Achievement strategy	Growth	Profit
Achievement strategy	Pearson Correlation	1	.810**	.898**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
Growth	Pearson Correlation	.810**	1	.939**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
Profit	Pearson Correlation	.898**	.939**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

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

The table 2 shows the correlation of hypotheses three and four. The correlation for hypothesis three shows a significant correlation at  $r = .810^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore accept the alternate hypothesis ( $H_3$ ), and upheld thus, there is a significance relationship between achievement leadership and growth. The correlation for hypothesis four shows a significant correlation at  $r = .898^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore accept the alternate hypothesis ( $H_4$ ), and upheld the thus, there is a significance relationship between achievement strategy and profit.

Table 3: Correlation Matrix for Referral Leadership Succession Strategies and Business Sustainability

		Referral strategy	Growth	Profit
Referral strategy	Pearson Correlation	1	.771**	.812**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
Growth	Pearson Correlation	.771**	1	.939**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
Profit	Pearson Correlation	.812**	.939**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

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

The table 3 above presents the correlation of hypotheses five and six. The correlation for hypothesis five shows a significant correlation at  $r = .771^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore accept the alternate hypothesis ( $H_5$ ), and upheld thus, there is a significance relationship between referral strategy and growth. The correlation for hypothesis six shows a significant correlation at  $r = .812^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore accept the alternate hypothesis ( $H_6$ ), and upheld the thus, there is a significance relationship between referral strategy and profit.

Table 4: Correlation Matrix For Hereditary Leadership Succession Strategies And Business Sustainability

		Hereditary strategy	Growth	Profit
Hereditary strategy	Pearson Correlation	1	.289	.070
	Sig. (2-tailed)		.000	.000
	N	150	150	150
Growth	Pearson Correlation	.289	1	.939**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
Profit	Pearson Correlation	.070	.939**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

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

The table 4 shows the correlation of hypotheses seven and eight. The correlation for hypothesis seven shows a significant correlation at  $r = .289^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ). This implies a low and significant relationship between both variables at 95% level of confidence. We therefore reject the alternate hypothesis ( $H_7$ ), and upheld thus, there is no significance relationship between hereditary strategy and growth. The correlation for hypothesis eight shows a significant correlation at  $r = .070^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ). This implies a weak significant relationship between both variables at 95% level of confidence. We therefore reject the alternate hypothesis ( $H_8$ ), and upheld the thus, there is no significance relationship between hereditary strategy and profit.

#### Multivariate variable

For the multivariate analysis, the partial correlation technique was used in testing the moderating effects of organizational culture and leadership.

Table 5: Partial Correlation For The Moderating Role Of Organizational Culture

Control Variables		Leadership Succession Strategies	Business Sustainability	Organizational Culture
-none- <sup>a</sup>	Correlation	1.000	.955	.932
	L.S.S Significance (2-tailed)	.	.000	.000
	Df	0	148	148
	Correlation	.955	1.000	.902
	B.S Significance (2-tailed)	.000	.	.000
	Df	148	0	148
O.C	Correlation	.932	.902	1.000
	O.C Significance (2-tailed)	.000	.000	.
	Df	148	148	0
	Correlation	1.000	.730	
	L.S.S Significance (2-tailed)	.	.002	
	Df	0	147	
O.C	Correlation	.730	1.000	
	B.S Significance (2-tailed)	.002	.	
	Df	147	0	

a. Cells contain zero-order (Pearson) correlations.

In table 5 above, the zero-order partial correlation between leadership succession strategies and business sustainability shows the correlation coefficient where organizational culture is not moderating the relationship; and this is, indeed, both very high (0.932) and statistically significant ( $P\text{-value} (= 0.000) < 0.05$ ). The partial correlation controlling for organizational culture however is (.730) and statistically significant ( $P\text{-value} (= 0.000) < 0.05$ ). The observed positive 'relationship' between leadership succession strategies is due to

underlying relationships between each of those variables and organizational culture. Looking at the zero correlation, we find that both leadership succession strategies are highly positively correlated with organizational culture, the control variable. Removing the effect this control variable reduces the correlation between the other two variables to be (.730) and it is significant at  $\alpha = 0.05$ , therefore, we accept the alternate hypotheses and conclude that: organizational culture significantly moderates the relationship between leadership succession strategies and business sustainability of selected hospitality organization in Port Harcourt, Rivers State.

Table 6: Partial correlation for the moderating role of motivation

Control Variables			Leadership Succession Strategy	Sustainability of hotels	Motivation
-none- <sup>a</sup>	L.S.S	Correlation	1.000	.955	.943
		Significance (2-tailed)	.	.000	.000
		Df	0	148	148
	B.S	Correlation	.955	1.000	.913
		Significance (2-tailed)	.000	.	.000
		Df	148	0	148
	Motivation	Correlation	.943	.913	1.000
		Significance (2-tailed)	.000	.000	.
		Df	148	148	0
Motivation	L.S.S	Correlation	1.000	.693	
		Significance (2-tailed)	.	.004	
		Df	0	147	
	B.S	Correlation	.693	1.000	
		Significance (2-tailed)	.004	.	
		Df	147	0	

a. Cells contain zero-order (Pearson) correlations.

In table 6 above, the zero-order partial correlation between leadership succession strategies and business sustainability shows the correlation coefficient where motivation is not moderating the relationship; and this is, indeed, both very high (0.943) and statistically significant ( $P\text{-value} (= 0.000) < 0.05$ ). The partial correlation controlling for motivation however is (.693) and statistically significant ( $P\text{-value} (= 0.000) < 0.05$ ). The observed positive 'relationship' between leadership succession strategies is due to underlying relationships between each of those variables and motivation. Looking at the zero correlation, we find that both leadership succession strategies are highly positively correlated with motivation, the control variable. Removing the effect this control variable reduces the correlation between the other two variables to be (.693) and it is significant at  $\alpha = 0.05$ , therefore, we accept the alternate hypotheses and conclude that: motivation significantly moderates the relationship between leadership succession strategies and business sustainability of selected hospitality organization in Port Harcourt, Rivers State. This study examined the relationship between leadership succession strategies and business sustainability of hospitality organizations in Port Harcourt, Rivers State. The study was operationalized with the dimensions of leadership succession strategies being charismatic strategy, achievement strategy, referral strategy and hereditary strategy. Business sustainability was measured by growth and profit. The study was guided by six research questions and ten research hypotheses. The study used cross-sectional survey design. The target population of three hundred respondents selected across public and private hospitality organization in Port Harcourt, Rivers State, with a sampling of 171 drawing from the target population through Taro Yamane formula. The content validity of our instrument was achieved using supervisor's vetting and approval. Data was analysed and results presented using tables, mean and standard deviation. The hypotheses were tested using Pearson Moment Correlation Coefficient, though statistical package for social science (SPSS). The study found that there is a strong significant positive relationship between leadership succession strategies of (charismatic strategy, achievement strategy and referral strategy) and business sustainability in Port Harcourt, Rivers State, with the dimensions and measures also showing positive correlation. However, the analysis on the hereditary strategy shows a low and weak relationship with the measure of business sustainability (growth and profit). Organizational culture and motivation also moderate the relationship between leadership succession strategies and business sustainability.



#### **4 Conclusion**

Leadership succession strategies are like fingerprints, not two are alike, and they leave an impression on everything they touched. Environments are changing rapidly that organizations are facing serious unpredictability and uncertainty, which sometimes causes instability in the business operations. In this dynamic environment, organizations need to rely on the most assets: people. MacMillan, (2000), suggest that leadership succession is an attempt to plan for the right number and quality of managers, any key-skilled employees to cover retirement, death, serious illness or promotion, and any new positions which may be created in future organization plan. Businesses must have the right people in the right jobs at the right times. They cannot afford to be without either enough people or the right people who can quickly fill key role that could become vacant. The success of every organizations are heavily link with it leadership quality. When organizations are manage by successful leaders, the percentage that the organization sustained growth and profitability is significantly high and correlated with the findings of this study. In order for hospitality organizations in Rivers State to depart from the challenge of poor knowledge and awareness on the benefit of leadership succession strategies which affect the sustainability of the organization, the proposed dimensions of leadership succession strategies treated in this study will be of immense benefits to management of hospitality organization to achieve business sustainability.

This study examined the relationship between leadership succession strategies and business sustainability in Rivers State. Accordingly, the study strategies and methodology were designed in a way that points towards the achievement of the study objectives. We conclude that leadership succession strategies through the use of charismatic strategy, achievement strategy, and referral leadership strategy significantly influence business sustainability growth and profit.

#### **5 Recommendations**

Based on the findings of this research study, the following recommendations were made.

1. That charismatic strategy enhances organizational growth and profitability. Therefore, management of organizations should ensure that when hiring employee into leadership position in the organizations, the charismatic nature of the individual should be put into consideration.
2. That there is a significant relationship between achievement strategy on growth and profit of organizations. Therefore, management should take note of leaders' previous achievement before accepting them into leadership role of the organization.
3. There is a significant relationship between referral strategy on growth and profit of organization. Therefore, leader's success factor should serve as a bench mark for selecting organizational leaders to sustain business organization.
4. That organizational culture moderates the relationship between leadership succession strategies and business sustainability. Therefore, there is need for management of organizations to designed right organizational culture that support growth and profitability of the organizations through enabling environment that support leadership success.
5. That organizational success dependson the right motivation and leadershipthat drive growth. Therefore, ownersof hospitality organizations are adviceto pay more attentions when chosen leaders that head their organization and create cultural value that ensure social bonding among employees.

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