

## Effect of Succession Planning on Organizational Performance of Nigeria Breweries in South East Nigeria

*Anthony Onyeisi Anukwu<sup>1</sup>, Jonny Eluka<sup>2</sup>, Francisca Nkiruka Ezeanokwasa<sup>4</sup>*

*<sup>1, 2, 4</sup> Department of Business Administration, Tansian University, Umunya Anambra State, Nigeria*

*Stella Chinelo Nwagbala<sup>3</sup>*

*<sup>3</sup> Department of Business Administration, Nnamdi Azikiwe University, Awka, Anambra State, Nigeria*

**Abstract:** This study examines the effect of succession planning on the organizational performance of brewery firms in Southeast Nigeria. Drawing on the High-Performance Work Systems (HPWS) Framework, the research investigates five critical components of succession planning: mentoring, talent retention, employee training, talent management, and career development. A descriptive research design was adopted, and data were collected from a sample of 303 employees, drawn from a population of 2,090 using the Borg and Gall formula. A structured questionnaire served as the primary data collection instrument, with face and content validity established through expert review and reliability confirmed via test-retest and Cronbach's Alpha coefficient. Descriptive statistics were employed to analyze the research questions, while hypotheses were tested using Simple Regression Analysis (SRA) through SPSS Version 23. Results revealed that all examined components had statistically significant positive effects on organizational performance: mentoring ( $\beta = .636$ ,  $t = 16.431$ ,  $p < 0.05$ ), talent retention ( $\beta = .751$ ,  $t = 22.613$ ,  $p < 0.05$ ), employee training ( $\beta = .679$ ,  $t = 17.959$ ,  $p < 0.05$ ), talent management ( $\beta = .834$ ,  $t = 29.023$ ,  $p < 0.05$ ), and career development ( $\beta = .762$ ,  $t = 23.398$ ,  $p < 0.05$ ). The study concludes that well-structured succession planning enhances employee engagement, leadership continuity, and overall organizational performance. It recommends the implementation of formal mentoring programs, proactive talent retention strategies, and comprehensive career development pathways. This research contributes to the growing body of knowledge on human capital development, succession strategy, and organizational sustainability, offering both theoretical and practical insights for management practice within the brewery industry and related sectors.

**Key words:** Succession Planning, Mentoring, Talent Retention, Employee Training, Talent Management, Career Development, Organizational Performance, South East.

### 1. INTRODUCTION

Succession planning is a critical strategic process that ensures the continuity and sustainability of organizations by preparing for the transition of leadership and key roles (Martin & O'Shea, 2021). In the context of breweries in Southeast Nigeria, an industry characterized by intense competition and rapid changes in consumer preferences, effective succession planning becomes essential for maintaining operational efficiency and achieving long-term goals. This process involves identifying and developing internal talent to fill key positions as they become available, thereby minimizing disruptions and ensuring that institutional knowledge and skills are retained within the organization (Shan & Wang, 2024; Okoli, Okonkwo & Michael, 2020; Okoli, Ezeanolue & Edoko, 2019; Onwuteaka, Ezeanolue & Okoli, 2020). By fostering a proactive approach to leadership transitions, breweries can better navigate challenges, capitalize on opportunities, and uphold their competitive edge in a dynamic market.

Organizational performance, on the other hand, refers to the effectiveness with which an organization meets its goals and objectives, encompassing various metrics such as productivity, profitability, employee satisfaction, and customer loyalty (Akanbi & Obafemi, 2024). For breweries in Southeast Nigeria, high organizational performance is vital not only for profitability but also for sustaining brand reputation amidst growing consumer expectations and regulatory demands. The ability to deliver quality products, maintain operational efficiency, and adapt to market changes significantly influences a brewery's success (Ohikhokhai, Bello & Bagbe, 2025). Factors such as innovation, employee engagement, and effective management practices play a pivotal role in determining how well an organization performs. Thus, understanding the relationship between succession planning and organizational performance is crucial for breweries aiming to thrive in this competitive landscape. By having a robust pipeline of talent ready to step into key roles, breweries can minimize the risks associated with turnover and maintain a steady course towards their performance goals (Nicholas, 2023). This alignment not only supports immediate operational needs but also fosters a culture of growth and resilience that enhances the organization's long-term viability. Thus, this study aims to explore the intricate relationships among these variables, ultimately contributing to a deeper understanding of how succession planning can shape the future of breweries in Southeast Nigeria.

### **Statement of the Problem**

The brewery industry in Southeast Nigeria faces critical challenges that threaten its sustainability and competitiveness. Chief among these is the lack of effective succession planning, resulting in leadership instability that disrupts operations, lowers employee morale, and erodes organizational continuity. Many breweries lack structured frameworks for identifying and developing future leaders, which creates authority vacuums and hampers decision-making when leadership transitions occur. This, in turn, contributes to disengagement, high turnover, and diminished productivity. Additionally, most breweries have not implemented robust mentoring, training, and talent management strategies. The absence of mentoring limits knowledge transfer and professional development, while inadequate training leaves the workforce unprepared for evolving industry demands. Without clear career development paths, top talent often seeks opportunities elsewhere. These internal weaknesses negatively impact service quality and customer satisfaction, eroding brand reputation and market competitiveness. If unaddressed, these issues may significantly undermine the brewery sector's economic contribution and long-term viability in Southeast Nigeria.

### **Objectives of the Study**

The main objective of this study is to examine the effect of succession planning on organizational performance of breweries in south-East, Nigeria. Specifically, the study aimed to:

1. Determine the effect of mentoring on organizational performance of breweries in south-East, Nigeria.
2. Evaluate the effect of talent retention on organizational performance of breweries in south East, Nigeria.
3. Investigate the effect of training on organizational performance of breweries in south East Nigeria.
4. Ascertain the effect of talent management on organizational performance of breweries in south East Nigeria.
5. Find out the effect of career development on organizational performance of breweries in south East Nigeria.

## **2. REVIEW OF RELATED LITERATURE**

### **Succession Planning**

Succession planning is a vital strategic process that organizations implement to ensure the seamless transition of leadership and continuity of operations (Siambi, 2022). In today's rapidly evolving business environment characterized by technological advancements, shifting market dynamics, and changing consumer preferences the importance of effective succession planning cannot be overstated. Organizations must be prepared for unexpected leadership changes due to retirements, resignations, or other circumstances that may leave key positions vacant (Gabriel, Biriowu & Dagogo, 2020). By proactively identifying and developing internal talent, organizations can mitigate the risks associated with leadership transitions, maintain stability, and safeguard their competitive advantage. This is particularly significant in industries such as brewing, where institutional knowledge and expertise are essential for maintaining operational efficiency and product quality (Prim, Sarma & de Sá, 2023; Okoli, Okonkwo & Michael, 2020; Okoli, Ezeanolue & Edoko, 2019; Onwuteaka, Ezeanolue & Okoli, 2020).

### **Mentoring**

Nicoleta and Chioncel (2014) defined Mentoring by Parsloe as a process that involves two parties that support and encourage people to manage their own learning in order that they may maximize their potential, develop their skills improve their performance to become the person they want. Mentoring is further seen as a powerful developmental tool that fosters growth and learning within organizations by facilitating the transfer of knowledge, skills, and insights from experienced professionals to those who are less experienced (Chaudhuri, Park & Johnson, 2022). This relationship typically involves a mentor, who serves as a guide and advisor, and a mentee, who seeks to enhance their capabilities and advance their career. In an era where the pace of change in the workplace is accelerating due to technological advancements and evolving market dynamics, mentoring has emerged as a crucial strategy for talent development and retention. It not only aids individuals in navigating their career paths but also plays a significant role in building a strong organizational culture that values collaboration, learning, and continuous improvement.

### **Talent Retention**

The term employees' retention referred to the ability of an organization to retain its employees within the organization in the long run (Younas & Waseem Bari 2020). It can be measured in simple statistics like percentage and considered as the outcome or in terms of efforts made by employer to keep employees within the organization in this sense it is considered to be the strategy (Vuong & Nguyen, 2022). Kumar (2022) explained that talent retention leads to high costs associated with employee turnover including additional burden on the remaining staff, recruitment and training costs. As a result, it is important that firms adopt human resource management (HRM) strategies that make the best use of employees and retain talent.

### **Employee Training**

Training has been distinct by diverse authors in different ways. Employee training primarily focuses on teaching organizational members on how to perform their present jobs and helping them obtain knowledge and skill they need to be effective performers (Latham, 2023). Another concept says that "it is a methodical attainment and development of the knowledge and skill and attitude required by employees to sufficiently perform a task or job or to get better performance in the job environment" (Abun, Ubasu, Magallanes, Encarnacion & Ranay, 2021). Other scholars view training as "a planned process to adjust attitude, knowledge or skill behavior through learning experience to accomplish effective performance in any activity or range of activities (Beardwell & Holden 2021). Training has the distinct role in the achievement of any work force Stone (2018). Training activities are designed to help an organization meet its skills requirement and to help its employees realize their maximum potential with the overall aim of implementing its strategy and ensuring the success of the organization (Sinambela, Darmawan & Mendrika, 2022).

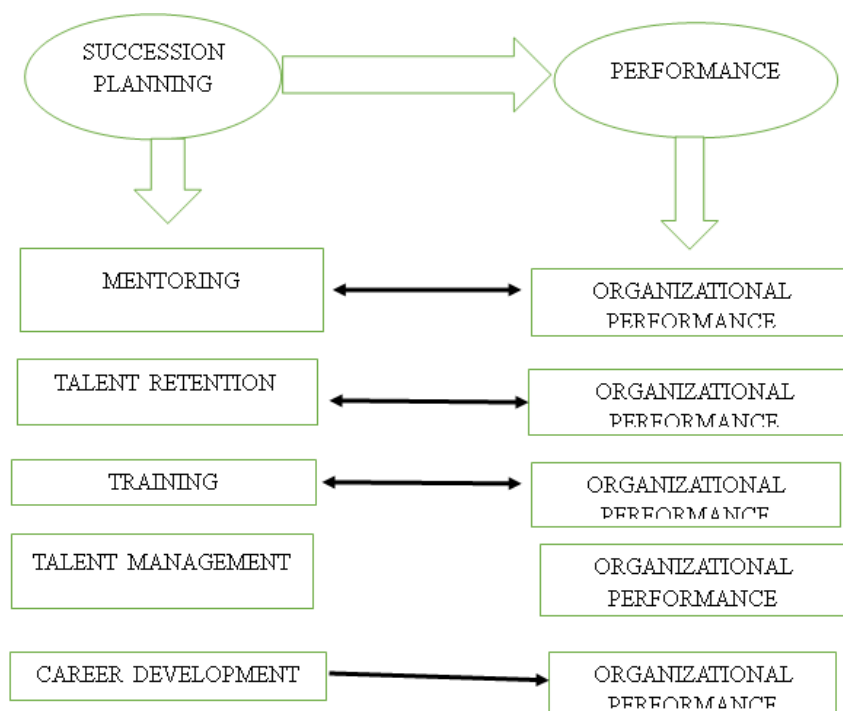
## Talent Management

Talent management is a strategic approach that organizations use to attract, develop, retain, and optimize their workforce (Hongal & Kinange, 2020). In an increasingly competitive global market, effective talent management has become essential for organizations seeking to achieve sustainable growth and maintain a competitive edge. This comprehensive process involves identifying high-potential employees, providing them with opportunities for professional development, and creating an engaging work environment that fosters employee satisfaction and loyalty (Urme, 2023). As businesses face rapid changes in technology, consumer preferences, and market dynamics, the ability to manage talent effectively becomes a critical component of organizational success.

## Career Development

Career development refers to the lifelong progression of an individual through various job roles, accompanied by the continuous acquisition of skills, knowledge, and experiences in a specific field (Van der Heijden et al., 2020). Beyond merely holding jobs, career development encompasses fulfilling personal goals, emotional aspirations, and workplace expectations through learning and advancement (Chen et al., 2023). Modern employees increasingly seek roles that offer growth opportunities rather than just salaries and benefits (Ngotngamwong, 2020). However, many employers fail to provide the necessary tools and experiences for such growth. Effective career management programs can guide employees along defined career paths, eliminate barriers to advancement, and enhance organizational productivity through targeted training and mobility support (Okolie et al., 2020). Ultimately, career development benefits both the employee and the organization, as it fosters mutual engagement and professional skill enhancement (Mlambo et al., 2021).

## Conceptual Framework



**Fig 1. Conceptual Framework Schema Showing relationship between Variables**

The framework represents a relationship between the independent variable and dependent variable and some of its proxies as shown above.

## Theoretical Framework

This study is anchored on the High-Performance Work Systems (HPWS) Framework, primarily developed by Huselid (1995) and later expanded by Appelbaum et al. (2000). The framework

emphasizes the strategic integration of human resource (HR) practices to enhance organizational performance through improved employee capabilities, motivation, and involvement. The HPWS framework is based on key assumptions that validate its application to this study. First, it assumes that employees are strategic assets whose development yields long-term performance benefits. Second, it presumes that bundles of mutually reinforcing HR practices, rather than isolated initiatives, generate the highest organizational impact. Third, it relies on the Ability-Motivation-Opportunity (AMO) model, which posits that employees perform optimally when they are well-trained, incentivized, and empowered. Lastly, HPWS assumes that HR practices must be aligned with organizational strategy and context to achieve sustainable competitive advantage. The HPWS framework therefore is relevant in this study as it offers a robust foundation for understanding how strategic succession planning contributes to the overall performance of Nigeria Breweries. By situating succession planning within a system of high-performance HR practices, the study captures its strategic value not only in filling vacancies but also in building a resilient and future-ready organization. It also provides a compelling theoretical dimension through which the relationship between succession planning and organizational performance can be examined.

### 3. METHODOLOGY

#### Research Design

This study adopted a descriptive survey research design because it is well-suited for examining existing conditions without manipulating variables. As noted by Cooper and Schindler (2021), this design helps to describe characteristics of a group, estimate proportions, and make predictions. Given the aim of assessing the effect of succession planning on organizational performance in breweries in Southeast Nigeria, the design enabled the collection of factual, objective data from relevant respondents. It allowed the researcher to capture current practices and perceptions as they exist, thereby enhancing the validity and applicability of the findings.

#### Sources of Data

The data for the study was principally from primary source collected from the administration of an instrument design by the researcher to capture all necessary issues surrounding talent management and organizational productivity. However, the primary data was complemented with secondary data sourced from Journals, textbooks and other academic publications.

#### Population of the Study

The population of the study comprised 2090 employees of Brewery Firms in South East, Nigeria. The study made use of one major brewery in each of the selected states of the southeast which is listed on the stock exchange, and whose products attract large number of consumers and covers the 3 senatorial zones of the states respectively. A breakdown of their population is presented in the table below.

**Table 1: Population Distribution of selected Brewery Firms in South East**

S/N	Names Brewery Firms	Population
1	Nigerian Breweries Ama, Enugu State	779
2	International Breweries Plc, Onitsha, Anambra State	420
3	Nigerian Breweries Plc Awomama, Imo State	425
4	Nigerian Breweries Plc Umuokahia, Abia State	466
	<b>Total</b>	2090

**Source:** Ministry of Commerce and Industries in the selected states of South- East 2024

#### Determination of Sample Size

The statistical formula devised by Borg and Gall (1973) was employed to determine the sample size. The formula state thus:

$$n = (Zx)^2 eN$$

Where n = Sample size

N = Population Figure

e = Margin error and this case= 0.05

Z = Confidence level and for 0.05 it is 1.964

N.B. Target population of selected brewery firms is 2090

Substituting the population variables of this study into the formula above, the sample size was computed as follows:

$$n = (1.964)^2 0.05 \times 2090$$

$$n = 403.087$$

Therefore, n = 403

However, in order to determine the size of the sample allocated to each State, the Bowley's (1926) allocation formula was used to determine the copies of the questionnaire to be distributed to the brewery firms in the selected states. The formula is denoted thus:

$$n_i = \frac{nh_i}{N} \times n$$

Where:

$n_i$  = Sample size for ith firm

$nh_i$  = Population of ithe firm

N = The entire population of interest

n = Study's sample size

Substituting we have:

#### 1. Anambra State

$$n_1 = \frac{420}{2090} \times 403 = 81$$

#### 2. Abia State

$$n_2 = \frac{466}{2090} \times 403 = 90$$

#### 4. Imo State

$$n_3 = \frac{425}{2090} \times 403 = 82$$

#### Enugu State

$$n_4 = \frac{779}{2090} \times 403 = 150$$

**Table 2: Population and Sample Allocation**

S/N	Firm	Population	Sample Allocation
1.	Anambra State	420	81
2.	Abia State	466	90
3.	Imo State	425	82
4.	Enugu State	779	150
	Total	2090	403



Source: Field Survey, 2025

Table 2 shows that the study sample was distributed proportionately across the firms in the study based on the population of each firm.

### Sampling Technique

The sampling technique used in selecting the units of observation from each firm is systematic sampling technique which gave each member of the population equal chance of being included in the sample.

### Instrument for Data Collection

Structured questionnaire was developed to reflect the modified five (5) point Likert scale of strongly agree, agree, disagree, strongly disagree and undecided was used to elicit information from the respondents on all issues surrounding succession planning and organizational performance.

### Method of Data Analysis

The data generated in the study was analyzed through simple percentages for research questions and **simple linear regression** analysis was used in testing the hypotheses of the study. All tests were conducted at 0.05 level of significance using SPSS version 23.

## 4. RESULT AND ANALYSIS

**Table 3: Questionnaire Response Rate**

ITEMS DISTRIBUTED	NUMBER	PERCENTAGE
Copies of the questionnaire distributed	403	100
Copies of valid questionnaire Returned	400	99.2
Copies of invalid questionnaire	3	0.8
<b>Total</b>	<b>403</b>	<b>100</b>

Author's compilation 2025

A total of four hundred and three copies of questionnaire were distributed to the respondents, out of which four hundred copies of questionnaire were returned properly filled and found relevant to the study. Three copies of questionnaire were not properly filled. Therefore, the analysis in this section was based on the four hundred relevant copies which represent 99.2% recovery rate.

### Data Analysis

**Question One:** To what extent does mentoring affect organizational performance of breweries in south-East, Nigeria?

**Table 4: Respondents views on effect of mentoring on organizational performance**

S/N	ITEMS	SA	A	U	D	SD	Mean
1	Mentoring is a developmental relationship that enhances employees' growth and advancement in the knowledge of the organization.	101 25.3%	176 44.0%	59 14.8%	46 11.5%	18 4.5%	3.74
2	Mentoring benefits the individual (mentee) as well as the organization in that it helps to create opportunity for meaningful interaction between the mentor and the mentee for organizational productivity.	149 37.3%	150 37.5%	61 15.3%	32 8.0%	8 2.0%	4.00
3	Mentoring makes the mentee to	134	197	41	11	17	4.05

	become more effective and efficient in the organization it helps him/her to understand the workings of the workplace for effective contributions.	33.5%	49.3%	10.3%	2.8%	4.3%	
4	Employees' mentoring under talent management programs sharpens the skills of employees for optimal performance in the organization.	120 30.0%	193 48.3%	32 8.0%	22 5.5%	33 8.3%	3.86
5	Mentorship of subordinate has been understood as an effective way of building skills and capacity of the employees for effective contributions to the organizational goals attainment.	157 39.3%	169 42.3%	43 10.8%	20 5.0%	11 2.8%	4.10

Source: Researcher's Field Survey, 2025

The responses from Table 4 indicate that **mentoring significantly affects organizational performance** in breweries in South-East Nigeria. Across all five items, a majority of respondents **strongly agreed or agreed** that mentoring enhances employee development, workplace understanding, and productivity. The mean scores for the items range from **3.74 to 4.10**, showing a high level of agreement.

**Question Two:** To what degree does talent retention affect organizational performance of breweries in South East, Nigeria? .

**Table 5: Respondents responses on the effect of talent retention affect organizational performance of breweries in South East**

S/N	ITEMS	SA	A	U	D	SD	Mean
1	Our organization retains employees with critical skills and potential to meet current and future business needs.	157 39.3%	169 42.3%	43 10.8%	20 5.0%	11 2.8%	4.10
2	Retention of talented employees in this brewery enhances overall productivity and operational efficiency	122 30.5%	154 38.5%	78 19.5%	22 5.5%	24 6.0%	3.82
3	Talent retention efforts (e.g., promotions, recognition, career growth) contribute to employee commitment and reduced turnover.	99 24.8%	212 53.0%	48 12.0%	23 5.7%	18 4.5%	3.88
4	By retaining top-performing employees, this brewery maintains a competitive advantage in the market.	92 23.0%	126 31.5%	72 18.0%	62 15.5%	48 12.0%	3.38
5	The organization's talent retention strategies have positively impacted its long-term performance and sustainability.	85 21.3%	178 44.5%	77 19.3%	49 12.3%	11 2.8%	3.69

Source: Researcher's Field Survey, 2025

The data reveals that **talent retention positively influences organizational performance** in breweries across South East Nigeria. Respondents largely agreed that retaining skilled and high-performing employees enhances productivity, operational efficiency, and long-term sustainability.



Mean scores for the items range from **3.38 to 4.10**, indicating a moderate to high level of agreement.

**Question Three:** To what extent is the effect of training on organizational performance of breweries in south East Nigeria?

**Table 6: Respondents responses on the effect of training on organizational performance of breweries in south East Nigeria**

S/N	ITEMS	SA	A	U	D	SD	Mean
1	Training leads to workers' proficiency as well as leads to workplace productivity and increase in employees' morale.	95 23.8%	261 65.3%	8 2.0%	24 6.0%	12 3.0%	4.01
2	When training is conducted according to the employees' needs and organizational demands, it enhances productivity.	111 27.8%	216 54.0%	34 8.5%	37 9.3%	2 0.5%	3.99
3	The workforce up skilling is the most effective means of meeting up with the advancing technology all over the world.	133 33.3%	163 40.8%	41 10.3%	54 13.5%	9 2.3%	3.89
4	Training facilitates upgrade of knowledge and skills to ensure that best performance is achieved.	85 21.3%	213 53.3%	71 17.8%	25 6.3%	6 1.5%	3.87
5	As a human resource process which strengthens staff awareness expertise and efficiency, training occupies a strategic position in staff development in any organization.	111 27.8%	216 54.0%	34 8.5%	37 9.3%	2 0.5%	3.99

**Source: Researcher's Field Survey, 2025**

Findings show that **training has a strong positive effect** on organizational performance in South East Nigerian breweries. The respondents largely agreed that effective training enhances employee proficiency, morale, and productivity. The mean scores across all items are high, ranging from **3.87 to 4.01**.

**Question Four:** What is the extent of the effect of talent management on organizational performance of breweries in south East Nigeria?

**Table 7: Respondents view on the effect of talent management on organizational performance of breweries in south East Nigeria**

S/N	ITEMS	SA	A	U	D	SD	Mean
1	Talent management attracts and develop employees for organizational performance	134 33.5%	165 41.3%	52 13.0%	34 8.5%	15 3.8%	3.92
2	Talent management retains people with the aptitude and abilities to meet the current and future organizational needs	125 31.3%	189 47.3%	53 13.3%	20 5.0%	13 3.3%	3.98
3	Talent management develops	173	172	38	9	8	4.23

	personnel considered having the potential for high organizational performance	43.3%	43.0%	9.5%	2.3%	2.0%	
4	Talent management ensures the right job placements at the right time, in the right position	85 21.3%	178 44.5%	77 19.3%	49 12.3%	11 2.8%	3.69
5	Talent management contributes to organization's sustainable competitive advantage	86 21.5%	191 47.8%	65 16.3%	41 10.3%	17 4.3%	3.72

Source: Researcher's Field Survey, 2025

The responses indicate that **talent management has a significant positive effect** on organizational performance in breweries across South East Nigeria. Most respondents agreed that effective talent management practices such as employee attraction, development, and retention enhance workforce potential and support long-term organizational success. The mean scores range from **3.69 to 4.23**, showing a high level of agreement overall.

**Question Five:** To what extent does career development affect organizational performance of breweries in south East Nigeria?

**Table 8: Respondents views on the effect of career development on organizational performance of breweries in south East Nigeria**

S/ N	ITEMS	SA	A	U	D	SD	Mean
1	Career development improves employees' loyalty, commitment and confidence	86 21.5%	191 47.8%	65 16.3%	41 10.3%	17 4.3%	3.72
2	Implementation of employee Career development plan attracts and retains staff with requisite skills necessary to move the organization forward.	142 35.5%	118 29.5%	57 14.3%	44 11.0%	39 9.8%	3.70
3	When management makes frantic effort towards employee career development, both employees and the organization are better off.	105 26.3%	211 52.8%	69 17.3%	9 2.3%	6 1.5%	4.00
4	Organization's growth and even goal attainment are dependent on management's willingness to exploit employees' career development	136 34.0%	138 34.5%	25 6.3%	22 5.5%	79 19.8%	3.57
5	The motivational effect of talent management in the area of support for career development is always huge in the organizational productivity.	120 30.0%	193 48.3%	32 8.0%	22 5.5%	33 8.3%	3.86

Source: Researcher's Field Survey, 2025

The data indicates that **career development positively influences organizational performance** in breweries across South East Nigeria. Respondents generally agreed that investing in employee career growth boosts loyalty, retention, productivity, and organizational progress. Mean scores range from **3.57 to 4.00**, showing a strong but slightly varied level of agreement.

## Test of Hypotheses

### Hypothesis One

Ho: Mentoring has no significant effect on organizational performance of breweries in south-East, Nigeria

**Table 9: Regression analysis showing the effect of Mentoring on organizational performance**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta ( $\beta$ )		
Organizational performance	34.044	2.662		12.786	.000
Mentoring	2.752	.168	.636	16.431	.000
Multiple R=0.636, Multiple R <sup>2</sup> =0.404, Adjusted R <sup>2</sup> =0.403, F <sub>1,398</sub> =269.971					

\* $p < 0.05$

The regression result shows that **mentoring has a significant positive effect** on organizational performance of breweries in South-East Nigeria ( $\beta = 0.636$ ,  $p = 0.000$ ). The model explains **40.4%** of the variance in performance ( $R^2 = 0.404$ ), and the relationship is statistically significant ( $F(1,398) = 269.971$ ,  $p < 0.05$ ). Thus, the null hypothesis is **rejected**, confirming that mentoring significantly enhances organizational performance.

### Hypothesis Two

Ho: Talent retention has no significant effect on the organizational performance of breweries in south-East, Nigeria

**Table 10: Regression analysis showing the effect of Talent retention on organizational performance**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta ( $\beta$ )		
Organizational performance	36.496	1.834		19.901	.000
Talent retention	2.696	.119	.751	22.613	.000
Multiple R=0.751, Multiple R <sup>2</sup> =0.562, Adjusted R <sup>2</sup> =0.561, F <sub>1,398</sub> =511.350					

\* $p < 0.05$

The regression analysis shows that **talent retention has a significant positive effect** on organizational performance of breweries in South-East Nigeria ( $\beta = 0.751$ ,  $p = 0.000$ ). The model explains **56.2%** of the variance in organizational performance ( $R^2 = 0.562$ ), and the result is statistically significant ( $F(1,398) = 511.350$ ,  $p < 0.05$ ). Therefore, the null hypothesis is **rejected**, indicating that talent retention significantly improves organizational performance.

### Hypothesis Three

Ho: Employee training has no significant effect on the organizational performance of breweries in south-East, Nigeria

**Table 11: Regression analysis showing the effect of Employee training on organizational performance**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta ( $\beta$ )		
Organizational performance	31.386	2.585		12.143	.000
Employee training	2.908	.162	.679	17.959	.000
Multiple R=0.679, Multiple R <sup>2</sup> =0.448, Adjusted R <sup>2</sup> =0.446, F <sub>1,398</sub> =322.540					

\* $p < 0.05$ 

The regression analysis reveals that **employee training has a significant positive effect** on organizational performance of breweries in South-East Nigeria ( $\beta = 0.679$ ,  $p = 0.000$ ). The model accounts for **44.8%** of the variance in organizational performance ( $R^2 = 0.448$ ), with the overall model being statistically significant ( $F(1,398) = 322.540$ ,  $p < 0.05$ ). Hence, the null hypothesis is **rejected**, confirming that employee training significantly enhances organizational performance

#### Hypothesis Four

Ho<sub>4</sub>: **Ho4**: Talent management has no significant effect on the organizational performance of Nigeria breweries in south-East, Nigeria

**Table 12: Regression analysis showing the effect of Talent management on organizational performance**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta ( $\beta$ )		
Organizational performance	38.408	1.368		28.076	.000
Talent management	2.601	.090	.834	29.023	.000
Multiple R=0.834, Multiple R <sup>2</sup> =0.679, Adjusted R <sup>2</sup> =0.678, F <sub>1,398</sub> =842.360					

\* $p < 0.05$ 

The regression result indicates that **talent management has a strong and significant positive effect** on the organizational performance of brewery firms in South-East Nigeria ( $\beta = 0.834$ ,  $p = 0.000$ ). The model explains **67.9%** of the variance in organizational performance ( $R^2 = 0.679$ ), with a highly significant F-statistic ( $F(1,398) = 842.360$ ,  $p < 0.05$ ). Therefore, the null hypothesis is **rejected**, confirming that effective talent management significantly enhances organizational performance in the brewery sector.

#### Hypothesis Five

Ho: Career development has no significant effect on the organizational performance of Nigeria breweries in south East Nigeria.

**Table 13: Regression analysis showing the effect of career development and organizational performance**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta ( $\beta$ )		
Organizational performance	37.928	1.713		22.144	.000
Career development	2.523	.108	.762	23.398	.000
Multiple R=0.762, Multiple R <sup>2</sup> =0.579, Adjusted R <sup>2</sup> =0.578, F <sub>1,398</sub> =547.467					

\* $p < 0.05$

The regression analysis shows that **career development has a significant positive effect** on organizational performance of brewery firms in South-East Nigeria ( $\beta = 0.762, p = 0.000$ ). The model explains **57.9%** of the variance in organizational performance ( $R^2 = 0.579$ ), and the F-statistic confirms the model's significance ( $F(1,398) = 547.467, p < 0.05$ ). Thus, the null hypothesis is **rejected**, indicating that career development plays a vital role in enhancing organizational performance.

### Discussion of Findings

The findings of this study reveal a consistent and significant positive relationship between succession planning components and the organizational performance of brewery firms in South-East Nigeria. Each of the tested variables mentoring, talent retention, employee training, talent management, and career development contributed meaningfully to performance outcomes, reinforcing the strategic importance of structured human capital development. Specifically, mentoring was found to significantly influence organizational performance ( $\beta = 0.636, p < 0.001$ ), explaining 40.4% of the variation. This suggests that mentorship programs not only promote knowledge transfer but also strengthen employee engagement and productivity. In a similar vein, talent retention demonstrated a stronger effect ( $\beta = 0.751, p < 0.001$ ), accounting for 56.2% of the variance in performance. This highlights the importance of retaining experienced and high-performing staff as a key performance lever.

Employee training also showed a notable positive impact ( $\beta = 0.679, p < 0.001$ ), contributing to 44.8% of the performance variation. This reinforces the view that consistent skill development is essential for operational efficiency and innovation. Among all variables, talent management emerged as the most influential predictor ( $\beta = 0.834, p < 0.001$ ), explaining 67.9% of the variance in performance. This finding underscores the strategic value of identifying, nurturing, and aligning talent with organizational needs. Finally, career development also played a significant role ( $\beta = 0.762, p < 0.001$ ), with 57.9% of performance variation attributed to it. This points to the long-term benefits of helping employees grow within the organization, as it enhances loyalty, motivation, and goal alignment. Collectively, these findings affirm that well-executed succession planning practices are vital to sustaining and enhancing the performance of brewery firms in South-East Nigeria.

## 5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

### Summary of Findings

The findings of the study are summarized as follows:

1. Mentoring had a positive significant effect on organizational performance of Brewery Firms in South East, Nigeria. ( $\beta = .636, t = 16.431, p < 0.05$ ).
2. Talent retention had a positive significant effect on organizational performance of Brewery Firms in South-East, Nigeria. Talent retention had a coefficient ( $\beta = 751, t = 22.613, p = 0.000 < 0.05$ ).
3. Employee training had a positive significant effect on organizational performance of Brewery Firms in South-East, Nigeria ( $\beta = .679, t = 17.959, p = 0.000 < 0.05$ ).
4. Talent management had a positive significant effect on organizational performance of Brewery Firms in South East, Nigeria. ( $\beta = 834, t = 29.023, p = 0.000 < 0.05$ ).
5. Career development had a positive significant effect on organizational performance of Brewery Firms in South East, Nigeria. ( $\beta = 762, t = 23.398, p < 0.05$ ).

### Recommendations

Based on the findings and conclusion of the study, the following recommendations were made:

1. Management of Brewery Firms in south East, Nigeria should put in place and implement mentoring programs, strategize ways to identify, coach and prepare potential successor for futuristic succession planning of the businesses.
2. There is the need to formulate a policy to retain talented employees by brewing firms in the South East because they enhance organizational performance through inter-departmental co-ordination and hence enhance relationship with succession planning of the organization
3. Management of brewery firms in South East, Nigeria should develop a proper system that emphasize more on employee training and development, support from management; and simultaneously work on improving regulations and working environments in other to enhance organizational performance
4. Management of brewery firms in South East, Nigeria should identify and build on those qualities that should provide an encouraging for the talented employee through wages and promote employees as at when due, provide a save, secured and a good working environment for the employees and establish a policy of rewarding top performers to set good examples for others to follow suit.
5. Management of brewery firms in South East, Nigeria is advised to provide more opportunities for employee career development for their employee in order to ensure that the organization has the flow of talent it needs for organizational performance.

## REFERENCES

1. Abun, D., Ubasa, A. L. A., Magallanes, T., Encarnacion, M. J., & Ranay, F. B. (2021). Attitude toward the work and its influence on the Individual work performance of employees: Basis for Attitude Management. *Technium Soc. Sci. J.*, 18, 378.
2. Akanbi, P. A., & Obafemi, O. O. (2024). Impact of Customer Loyalty on Organizational Performance in Some Selected Publishing Companies in South-Western Nigeria. *British Journal of Management and Marketing Studies*, 7, 119-133.
3. Chen, K. J., Chiu, C. K., Liu, C. M., Lin, C. P., & Lyau, N. M. (2023). Understanding vocational passion and learning goal orientation: Workplace training and learning implications. *Total Quality Management & Business Excellence*, 34(9-10), 1277-1291.
4. Gabriel, P. I., Biriowu, C. S., & Dagogo, E. L. J. (2020). Examining succession and replacement planning in work organizations. *European Journal of Business and Management Research*, 5(2).
5. Hongal, P., & Kinange, U. (2020). A study on talent management and its impact on organization performance-an empirical review. *International Journal of Engineering and Management Research (IJEMR)*, 10(1), 64-71.
6. Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635–672. <https://doi.org/10.2307/256741>
7. Kumar, S. (2022). The impact of talent management practices on employee turnover and retention intentions. *Global Business and Organizational Excellence*, 41(2), 21-34.
8. Latham, G. P. (2023). Motivate employee performance through goal setting. *Principles of Organizational Behavior: The Handbook of Evidence-Based Management 3rd Edition*, 83-111.
9. Martin, C. M., & O'Shea, K. (2021). Succession planning for organizational stability. *Nursing management*, 52(4), 12-20.
10. Ngotngamwong, R. (2020). A Study of Millennial Job Satisfaction and Retention. *Human Behavior, Development & Society*, 21(3).



11. Nicholas, G. (2023). *Crafting Brewery Culture: A Human Resources Guide for Small Breweries*. Brewers Association.
12. Ohikhokhai, B., Bello, S. A., & Bagbe, O. F. (2025). Corporate culture as a correlate of organizational success in the South-South brewing industry. *SSR Journal of Arts, Humanities and Social Sciences*, 2(3), 99-110.
13. Okoli, I. M., Ezeanolue, U. S. & Edoko, T. D. (2019). Strategic Planning and Enterprise Succession in Selected Family Owned Businesses in Anambra State, Nigeria. *International Journal of Research and Innovation in Applied Science (IJRIAS)*, 4(10), 66-73.
14. Okoli, I. M., Okonkwo, S.M. & Michael, M. C. (2020). Rural Infrastructure and Sustainable Development in Nigeria. *International Journal of Trend in Scientific Research and Development (IJTSRD)*, 4(4), 145-150.
15. Onwuteaka, I. C., Ezeanolue, U. S. & Okoli, I. M. (2020). Entrepreneur's Level of Management Skills and Performance of Small and Medium Enterprises (SMES) in the Automobile Industry: Evidence from Anambra State, Nigeria. *International Journal of Trend in Scientific Research and Development (IJTSRD)*, 4(3), 136-145.
16. Prim, A. L., Sarma, V., & de Sá, M. M. (2023). The role of collaboration in reducing quality variability in Brazilian breweries. *Production Planning & Control*, 34(12), 1192-1208.
17. Sanon, C. M. (2022). *Non-profit Organization Executive Leaders' Perspective on Succession*
18. Siambi, J. K. (2022). Leadership succession planning and organization transition: A review of literature. *International Journal of Managerial Studies and Research*, 10(3), 16-30.
19. Sinambela, E. A., Darmawan, D., & Mendrika, V. (2022). Effectiveness of efforts to establish quality human resources in the organization. *Journal of Marketing and Business Research (MARK)*, 2(1), 47-58.
20. Ugoani, J. (2020). Management succession planning and its effect on organizational sustainability. *International Journal of Economics and Business Administration*, 6(2), 30-41.
21. Umetiti, C. B., and Onyezere, C. V. (2025). Succession management and employee development: A study of Anambra State Civil Service, Awka. *International Journal of Public Administration and Development Studies (IJPADS)*, 2(1), 144–165.
22. Urme, U. N. (2023). The impact of talent management strategies on employee retention. *International Journal of Science and Business*, 28(1), 127-146.
23. Van der Heijden, B., De Vos, A., Akkermans, J., Spurk, D., Semeijn, J., Van der Velde, M., & Fugate, M. (2020). Sustainable careers across the lifespan: Moving the field
24. Vuong, T. D. N., & Nguyen, L. T. (2022). The key strategies for measuring employee performance in companies: a systematic review. *Sustainability*, 14(21), 14017.
25. Younas, M., & Waseem Bari, M. (2020). The relationship between talent management practices and retention of generation 'Y' employees: mediating role of competency development. *Economic research-Ekonomska istraživanja*, 33(1), 1330-1353.