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SUCCESSION PLANNING OF THE EMPLOYEES SERVING IN HEIs – A STUDY WITH REFERENCE TO THE TEACHERS IN THE DISTRICT OF PASCHIM BARDHAMAN

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Abstract

Succession planning is the attempt to plan for the right number and quality of managers and key-skilled employees to cover retirement, death, serious illness or promotion, and any new positions which may be created in future organization plans. Right identification of potential employees is very crucial in Higher Education Institutions which are characterized by interactive and knowledge –sharing industry, catering to auspicious students across the globe. The lack of research creates a need for relevant studies that will assist Higher Educational Institutions effectively plan for succession of their faculty members. In view of the analysis of the above available literatures and after finding out the ultimate research vacuum, the following objectives were found to be pertinent for the study: to understand the best practices of Succession Planning by taking recourse to literature and published documents of companies who are best in this field in terms of its dimensions like, Management Support & Organization Policy like strategic view of SP, management commitment, implementation considerations; Selection of potential candidate and formation of talent pool; Identification of development plan for the successor in terms of executive coaching, mentoring, networking, job assignments and action learning and To study and understand the existing succession planning process in select Higher Education Institutions in West Bengal. The study is basically empirical in nature, based on Primary Data collected through scientifically designed structured questionnaire. Relevant statistical tools like Descriptive Statistics, Multiple Regression and Exploratory Factor Analysis (EFA) have been used for the analysis of data.

Keywords: Succession Planning, HEIs, EFA, Descriptive Statistics.

Backdrop

In today's dynamic business environment, change is the only constant. The primary challenge that the leaders in a global community must face is that, "one cannot manage change. One can only be ahead of it" (**Drucker, 1999**). Today, companies find that they can no longer enjoy the guarantee of employee loyalty for the duration of their careers. Attrition, retirement, illness, and more lucrative job offers are factors that can create instability in a company's workforce. This instability can permeate through every level of the organizational hierarchy and can lead to gaps in the leadership structure of the company.

Conversely, today's workers realize that their companies can no longer offer the guarantee of lifetime employment that was once commonplace in industry. "Employers commitment to its employees is now temporary, lasting only as long as work is to be done" (**Rothwell, 2005a**). Employees, consequently, may no longer feel the same sense of loyalty that was emblematic of their predecessors.

Many a time, people retire from offices leaving behind knowledge gaps that are not easily filled up by other individuals. In most organizations, we do not have the next generation of leaders ready to fill the vacant roles. And as a result, under-qualified people move into leadership roles as there is no one better to take over. This is an issue that should be addressed much before these individuals do retire so that a smooth transition takes place from one personnel regime to another and the success of the organization can be ensured in terms of its continuity, responsive to competition, changing technology and expanding customer base. Job jumping, career changing, volatile industries, and shifting work environments are now a way of organizational life. The contracts between employer and employee have significantly changed" (**Gaffney, S., 2005**). It is within this increasingly fragile environment that companies need to secure the future of their organizations by ensuring that key positions within their firms remain competently staffed. Today's retirement trends and competitive labor market require new thinking about talent management.

In today's business world, employee retention is an important element of success to many organizations. Employees are always an asset to any organization. This is a reason why organizations ought to take retention of its employees as a top priority. When it comes to investment in hiring an employee, the process is quite expensive and time consuming. The expenses of recruitment involves advertisements for the job vacancies, the expense of paying recruiters, the time and effort spent for interviews and selection and so on (**Finnegan, 2010**). Retaining employees is one of the biggest problems that plague companies in the competitive marketplace regardless of the business cycle or economic condition today.

1.1. Succession Planning: Conceptual Aspect

The term "succession planning" has been used to describe a wide variety of activities that involve planning for key transitions in leadership within organizations (**Garman & Glawe, 2004**). The term succession planning has traditionally referred to planning for leadership continuity at the CEO level, but today succession planning provides for leadership continuity at all levels (**Cooke, 1995**). Succession Planning is the process of pinpointing the key need for intellectual talent and leadership throughout the organization over time and preparing individuals for present and future work responsibilities needed by the organization.

Succession planning is the attempt to plan for the right number and quality of managers and key-skilled employees to cover retirement, death, serious illness or promotion, and any new positions which may be created in future organization plans" (**Sambrook 2005**). Succession Planning has been defined as:

A process of identifying and developing suitable employees with the potential, through mentoring, training and job rotation, to replace key players within an organization as their terms expire. It is rated as one of the top focus areas for HR as it attempts to pave the way for a smooth continuity of policies and practices that constitute organization culture. Succession planning is a voyage, not an end by itself. Succession planning is the course of action insuring that the appropriate intimates are ready, at the right time, to effectively run the organization and meet its future challenges.

1.2. Brief Overview of Available Literature

There is a plethora of literature in the area of succession planning. The historical context of succession planning and its research is divided into three time periods. The first period covers from 1960 to 1980. This period can be designated as "The Rise of Succession Research." The second period, 1980 to 1990, is best described as "Emerging Trends and Development of Succession Planning." The third period can be described as "Succession Planning and Beyond," and it covers from 1990 to the present. Some debate exists concerning the origins of research into succession. **Mahler and Graines (1983)** considered the research done by Asbury as the first formal report. **Kesner and Sebora (1994)** considered Grusky's works the origin. They argued that Grusky's research was among the first to identify key variables in the succession equation, to establish a research model, and to test a hypothesis.

1.2.1. Before 1980: The Rise of Succession Research

Research in planning for succession dates as far back as the early twentieth century with Henri Fayol's 14 principles of management published in 1916. Fayol's twelfth principle acknowledges the importance of developing and retaining key employees with his principle of "Stability of Tenure Personnel". But, it was not until the late 1950's and early 1960's that research in Succession Planning developed from mere case studies to being tested and studied for hypothesis confirmation **(Kesner & Sebora, 1994).**

Paramasivan. C (2015) Education becomes a powerful weapon to the socio-economic setup of the country which brings colorful changes in almost all the stakeholders. Providing quality and time bound education to the students is the vital role of the educational system of the country particularly in higher education which is highly knowledge based, innovation oriented and research centered. **Grusky (1960)** put forth the vicious-circle theory that described the event of succession as disruptive to the organization and the relationships among the members of the organizations. The incidence of turmoil through changes in policies and practices put forth by the new leader is a part of the vicious circle.

1.2.2. Studies in Succession Planning and Management from 1980 to 1989

The major research in succession planning from 1980's shows that **Carnazza (1982)** researched fifteen companies in the succession/replacement planning program. He supposed that the purpose of succession/ replacement planning programs was to ensure the development of the adequate number of qualified workforce to fill key professional and managerial key positions, which may be the vacancy in the future. The purpose of this research was to examine how companies achieve the objectives of succession planning programs. He concluded that larger companies are more interested to have formal succession planning. Companies also, should recognize that they need time, perhaps as long as five years, for a succession/replacement planning program to be fully implemented and they need the same time to enjoy the expected benefit. In addition, he explained that succession/replacement planning links candidate's potential to position needs. A model of succession/replacement planning that created the foundation for his research findings, were the particulars of the procedures needed to achieve two essential objectives of the succession/replacement planning program. First objective was deciding the position to be covered, which concerned a process of identifying important positions, and the second objective was the person to be included, which includes the process of managing essential managers.

The other study in this period was the study conducted by **Mahler (1983).** He reviewed succession planning in sixty firms. Mahler proposed Leadership Pipeline model. The focus of this model is on leadership development rather than succession planning and management. The pipeline is not a straight cylinder but rather one that is bent in six places. Each passage shows a change in organizational situation—a different level and complexity of leadership—where a major turn has to be made. The main concerns of these turns are changes in job requirements, demanding new skills, time applications, and work value.

1.2.3. Studies in Succession Planning and Management from 1990 to 2012 and further studies

In the 1990s, succession planning expanded its focus from CEOs alone to include executives and other key positions. At the beginning of the 21st century, succession planning and management include a much broader spectrum of positions. **Byham, Smith, & Paese (2002)** pointed out in their book those corporate thinking needs to include a systematic succession planning and management program rather than succession planning as a form of risk management. They suggested that succession planning and management are not just for the CEO positions; rather it should be for all key employees, including key leaders. However, evaluation of the value of succession planning and management has received relatively little attention from researchers and writers in comparison to other HR functions such as training. According to **Rothwell (2010)**, one reason for the lack of attention is that systematic succession planning and management is less common in organizations than more traditional HR functions. Another reason may be that succession planning and management are usually evaluated informally.

From 1990's most organizations figured out the necessity of succession planning and implementation of effective succession planning that fit their own organizations. At the first of this decade, **Zajac (1990)** researched on CEO selection, succession, compensation and firm performance. He concluded that firms in which CEOs had a specific successor in mind tended to be significantly more profitable than firms in which CEOs did not have a specific successor in mind.

1.3. Research Gap

An extensive study of available literature shows the following:

1. Popular literature is resplendent with articles focusing mainly on the importance of succession planning for smooth transition of business from one personnel regime to another.
2. Most of the studies have concentrated on investigating the impact of CEO succession on firm performance, especially on financial aspect.
3. There are a large number of studies in this field which are basically qualitative in nature. These studies have drawn certain normative conclusion without being backed by any quantitative results.
4. Specific measures of the real impact of succession planning on Higher Educational Institutions are less examined. Due to this inadequacy, the proposed research work focuses on study of impact of succession planning on individual-level basis.

Despite the growing interest of research done with leadership succession since the late fifties, little research is available to the Higher Educational Institutions on what drives effective succession planning in the Higher Education Institutions. Moreover, employees are the main resource of any organization. Job satisfaction in terms of opportunity for growth, career development, equitable pay structure, satisfaction of promotion process are factors that have a huge impact on the organizational commitment of an employee towards his organization. *Right identification of potential employees is very crucial in Higher Education Institutions which are characterized by interactive and knowledge –sharing industry, catering to auspicious students across the globe. The lack of research creates a need for relevant studies that will assist Higher Educational Institutions effectively plan for succession of their faculty members.*

1.6. Objectives of the Study

In view of the analysis of the above available literatures and after finding out the ultimate research vacuum, the following objectives were found to be pertinent for the study:

1. *To understand the best practices of Succession Planning by taking recourse to literature and published documents of companies who are best in this field in terms of its dimensions like, Management Support & Organization Policy like strategic view of SP, management commitment, implementation considerations; Selection of potential candidate and formation of talent pool; Identification of development plan for the successor in terms of executive coaching, mentoring, networking, job assignments and action learning;*
2. *To study and understand the existing succession planning process in select Higher Education Institutions in West Bengal,*
3. *To understand the employee perceptions regarding their career attitude in these select Higher Education Institutions.*
4. *To study the impact of succession planning on employee career attitude in the select Higher Education Institutions.*

3.1. Higher Education in West Bengal –An Overview

From the days of Adam Smith, the role of education in economic development, as a possible contributor to greater social and economic equality and as an enhancer of development was extensively recognized. The 18th and 19th Century school reformers in the US like Horace Mann, Henry Barnard, James Carter, Robert Dale Owen and George Evans favoured educational opportunities to be extended to poorer groups of population. In the early 20th century, Marshall emphasized that "the most valuable of all capital is that invested in human beings" and that "knowledge is our most powerful engine of production; it enables us to subdue Nature and force her to satisfy our wants."The human capital theory propounded by Schultz (1961) laid a strong foundation for treating education as an investment in human beings and for treating it as an important source of economic growth. According to the human capital theory, education transforms raw human beings into productive 'human capital' by imparting knowledge and inculcating skills required by both the traditional sector and the modern sector of the economy, and makes individuals more productive members of the society, not only in the market place but also in the households and also in the whole society.

Schultz and Denison's growth accounting equations were again considered to be valid. According to the endogenous growth theories (*Lucas 1988; Romer 1990*), stock of human capital affects the growth rates of the economy by facilitating technological development, more innovations and higher efficiency or total factor productivity (TFP). These endogenous growth theories (*Mankiw 1995*) use two sector growth models and consider manufacturing firms as producing goods and (research)universities as producing knowledge, which is used in both sectors. Extensive empirical research during the last four decades has established that education makes a significant positive contribution to development directly as a factor of production, or indirectly through innovations, skill formation and technological development and through several externalities. Higher education is a very important form of investment in human capital. It enables people to learn for themselves and think critically. In the present context of transformation into knowledge societies, higher education provides not just educated workers but knowledge workers. The higher education system plays an important role in the social, economic and scientific development of a nation. It equips people with skills for gainful employment and enhances productivity and earnings (Duraisamy, 2002). Besides benefits to individuals, higher education confers several social benefits. Evidence shows that higher education plays a significant role in making income distribution more equal (Gregorio and Lee, 2002). It makes a significant contribution to the reduction in absolute as well as relative poverty, infant mortality and to the increases in life expectancy, thus contributing to human development. The development of higher education isthus important especially for India, which is currently experiencing a demographic dividend with a relatively higher share of youth in the population.

2.1.1. Type of Data

a) Primary Data

Data has been collected from first-hand experience through primary data by preparing **structured questionnaire** comprising of **Open-ended** and **Closed-ended questions**. This survey consists of **demographic questions** in the beginning, **dichotomous and multiple-choice questions** in the middle, 5-point **Likert Scale** questions, and finally **open question** where respondent could write suggestions or opinions.

b) Secondary Data

Relevant secondary data is also collected from the literature review through different **books, journals, websites, Government and Non-Government Reports, reports of NGOs, Newspapers and periodicals,** the help of which has to be taken from time to time.

2.1.2. Area of Study

As this is a self-financed study so to confirm my study area and due to financial limitations and limitations of human resource, I have confined my study within the district of Paschim Bardhaman and data were collected from thirteen (13) general degree colleges and one State Aided University. The list is as under:

(a) Asansol Girls' College
(b) Banwarilal Bhalotia College
(c) Bidhan Chandra College, Asansol
(d) Deshbandhu Mahavidyalaya
(e) Durgapur Government College
(f) Kazi Nazrul Islam Mahavidyalaya
(g) Kazi Nazrul University
(h) Khandra College
(i) Kulti College
(j) Michael Madhusudan Memorial College
(k) Pandaveswar College
(l) Raniganj Girls' College
(m) Triveni Devi Bhalotia College

2.1.3. Period of Study

The data collection period was approx. one (1) year from the date of registration. I sent Structured Questionnaires physically and in Google Forms to all the above 13 colleges, based on email id's received from the college authorities and through my friends, colleagues and personal sources, without any personal choice, i.e., randomly. But I received 284 completed questionnaires from the respondents. The total population consists of 652 teachers, non-teaching employees and external officials including Governing Body members. So, the sample was almost 40 per cent of the total Population under study.

2.2. Type of Sampling

Step-I: *Random Sampling has been used for selecting the study area, i.e., the universities and/or Higher Education Institutions. For this purpose, the necessary secondary data have been taken from the Directorate of Higher Education, Government of West Bengal and the University List published officially by UGC and AIU.*

Step-II: *Then Convenience/Judgmental Sampling has been followed for selecting the respondents.*

Step-III*: Wherever necessary, ethnographic techniques has also been adopted for getting the data.*

2.3. Tools for Empirical Data Analysis

For the purpose of convenience of analysis, the total analysis has been divided into six sections.

1. **Section A** explains the method of data collection, the sources of data, the type of sampling, the period of data collection etc have been explained.
2. **Section B** deals with various tests like tests of accuracy, test of reliability, test of validity & test of normality. The results of all tests are within the standard range and support the fact that the analysis can be carried out.
3. **Section C** analyzed only the demographic variables using the data received from the respondents through fill-in structured questionnaires and the specific tools used here for analysis are mainly frequency distribution and frequency tables, prepared through SPSS 17 *[Has been discussed in Chapter – 5 of the present study]*.
4. **Section D** analyzed the variables arising out of the research-specific questions asked to the correspondents through structured questionnaires and the specific tools used here for analysis are mainly frequency distribution and frequency tables, prepared through SPSS 17. *[Has been discussed in Chapter – 5 of the present study]*
5. **Section E** is a more specific and pin-pointed analysis which used Exploratory Factor Analysis to identify the factors influencing the succession planning of theemployees in the sample HEIs. I have used Principal Component Analysis consisting of 10 variables and also Varimax Rotation Method. *[Has been discussed in Chapter – 5 of the present study]*

2.4. Methods of Data Collection etc.

Data has been collected from first-hand experience through primary data by preparing **structured questionnaire** comprising of **Open-ended** and **Closed-ended questions**. This survey consists of **demographic questions** in the beginning, **dichotomous and multiple-choice questions** in the middle, 5-point **Likert Scale** questions, and finally **open question** where respondent could write suggestions or opinions.

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Step-II: *Then Convenience/Judgmental Sampling has been followed for selecting the respondents.*

Step-III*: Wherever necessary, ethnographic techniques has also been adopted for getting the data.*

3.1.Findings

After having a minute analysis of the empirical data collected from the sample select respondents, the following findings were felt pertinent:

3.1.1. Findings from the Analysis of Demographic Variables

1. Majority of the respondents fall in the age group of <30 years which is most suited for post-graduate studies as per the Indian Education Scenario.
2. Considerable number of males go in for jobs in Higher Educational Institutions after completion of post-graduation studies and the female respondents go for marriage or they may have some sort of family ties.
3. Majority of the respondents (52.2%) fall in the tenure group of 2-5 years which is most relevant for serving in Govt. and Govt.-aided Higher Education Institutions.
4. All the target respondents are college teachers having minimum qualification of Post-graduate degree in select District of West Bengal.
5. It's very much clear from the above data that the researcher considered responses provided by teachers from Government & government-aided colleges of District of Paschim Bardhaman of West Bengal as majority of the respondents exists from there.

3.1.2. Findings from the Analysis of Research-specific Variables

1. Majority of the respondents opined SD (Strongly Disagree) so, the HEI doesn't identify critical positions and prioritize them in identification of potential candidates.
2. Majority of the respondents opined strongly agree so, the senior leadership is highly committed towards succession planning.
3. Majority of the respondents opined that they strongly agree to the fact that they are aware of the competencies they should have to develop to meet the future needs.
4. Majority of the respondents opined that the success in projects/ missions determines who gets ahead around here.
5. Most of the respondents strongly disagreed that the HEI don't have any strong succession planning in place.
6. Most of the respondents strongly disagreed that they can't go ahead in the HEI even if they prove themselves to be in their role.
7. Employee promotions are not given based on assessment of the potentials of the individuals as most of the respondents strongly disagreed.
8. The respondents are happy with the training and learning opportunities provided in advancing their career.
9. Most of the respondents strongly agree that there exists an organization-wide communications system for sharing information regarding the job openings.
10. Majority of the respondents strongly feel that there exists a structured promotion process in the organization, as it's evident from various government and related circulars.
11. Majority of the respondents (58.8%) proposed SA (Strongly Agree) so, it proves the statement, "I AM HAPPY WITH THE TANGIBLE BENEFITS LIKE INCOME CAREER SUCCESS".
12. Majority of the respondents (48.9%) proposed SA (Strongly Agree) so, it supports the statement, "I am happy with the process of developing identified people to occupy higher positions".
13. Majority of the respondents do not support the statement, "I am happy with the reward and recognition system for outstanding works and contributions".
14. Majority of the respondents (54.9%) proposed SD (Strongly Disagree) so, it does not support the statement, "I am happy with the congenial working atmosphere at my work place".
15. Majority of the respondents (68.0%) proposed SD Strongly Disagree) so, it does not support the statement, "I am

happy with the quality of supervision I get from my boss in terms of career development".

16. Majority of the respondents do not support the statement, "my overall attitude towards career is highly positive in this organization".

3.1.3. <u>Findings from the Exploratory Factor Analysis</u>

1. The value of KMO is **0.814** which is higher than 0.5 indicates that the sample is adequate for carrying out factor analysis and has sufficient items for each factor.
2. Similarly, the control of Sphericity (Bartlett's sig < 0.001) indicates that EFA can be carried out as because the correlation matrix is different from an identity matrix and correlations between variables are not zero..
3. **Principal Component Analysis (PCA)** is a method of reducing large number of variables into smaller number of factors and at the same time preserving most of the statistical information. In order to carry out Principal Component Analysis to identify the factors which have effect on perception study of the sample select respondents regarding the Succession Planning, it's evident that **sixteen (16) variables are extracted into five (5) exploratory factors** which explain **78.023% of the total variance**.
4. **FACTOR-1: Competencies and Congeniality:** The first Factor (Factor 1) consists of variables X9, X15, X20 & X10 which are:
   X9 = Stakeholders are aware of what are the competencies they should have to develop to meet the future needs
   X20 = I am happy with the congenial working atmosphere at my workplace
   X15 = There exists organization-wide communications system for sharing information regarding the job openings
   X10 = Success in projects/missions determines who gets ahead around here
   The multiple regression equation for this exploratory factor **"Competencies and Congeniality"** is greater than 1 and is

   β1= 0.899X9 + 0.681X20 + 0.615X15 + 0.650X10 .... (i)

5. **FACTOR-2: Training and Recognition:** The second Factor (Factor 2) consists of variables X14, X19 & X12 which are:
   X14 = I am happy with the training and learning opportunities provided to people in advancing their career
   X19 = I am happy with the rewards and recognition system for outstanding works and
   X12 = I can get ahead in the HEI if I prove myself to be in my role
   The second exploratory factor with three variables is named as **"Training and Recognition".** The multiple regression equation for this exploratory factor **"Training and Recognition"** is greater than 1 and is:

   β2 = 0.769X14 + 0.764X19 + 0.724X12............................ (ii)

6. **FACTOR 3:** The third factor (Factor 3) consists of variables X8, X11 & X13 which are:
   X8 = Senior leadership is highly committed towards succession planning
   X11 = The HEI has a strong succession planning in place
   X13 = Employee promotions are given based on assessment of the potentials of the individuals
   The Third exploratory factor with two variables is named as **"Commitment and Potential"**. The multiple regression equation for this exploratory factor **"Commitment and Potential"** is greater than 1 and is:

   β3 = 0.821X8 + 0.763X11 + 0.745X13 .... (iii)

7. **FACTOR 4:** The fourth factor (factor 4) consists of three variables X16, X17 & X21 which are **X16** = I feel that there exists a structured promotion process in the organisation
   X17 = I am happy with the tangible benefits like income, career success etc.
   X21 = I am happy with the quality of supervision I get from my boss in terms of career development.
8. **Factor-4:** The fourth exploratory factor with three variables is named as **"Tangible Benefits and Supervision".** The multiple regression equation for this exploratory factor **"Tangible Benefits and Supervision"** is greater than 1 and is

   β4 = 0.747X16 + 0.631X17 + 0.628X21 .... (iv)

9. **FACTOR 5:** The fifth and final factor (factor 5) consists of one variable X7 which is :
   X7 = The HEI identifies critical positions and prioritize them in identification of potential candidates
   The loading of X16 is 0.860. The fifth exploratory factor with one variable is named as **"Identification and Prioritization".** The multiple regression equation for this variable **"Identification and Prioritization"** is greater than 1 and is

   B5 = 0.860X7 …………………………(v)

   So, from the above findings it can be concluded that decision making in relation to viral marketing (**D_{VM}**) depends on four factors namely, **"Competencies and Congeniality", "Training and Recognition", "Commitment and Potential", "Tangible Benefits and Supervision" and "Identification and Prioritization" i.e.**

   $D_{SP} = \beta 1 + \beta 2 + \beta 3 + \beta 4 + \beta 5$

Then, **X1, X2, X3, X4, X5, X6 proved to be redundant variables.**

3.2. Conclusion and Recommendations

3.2.1. Conclusion

From the Government to non-government and even in Government-aided or sponsored HEIs, leadership development is important in business. Succession Planning is one of the top focus areas for HR as it attempts to pave the way for a smooth transition of business from one personnel regime to another by identifying the potential candidate and developing him so that he can take up the higher position. However, question remains how the succession planning process is to be implemented. If it is done in secrecy and companies include only top executives and human resource specialist to make decisions, then such limiting participation creates two problems: Firstly, the manager of the selected candidate being unaware of the selections, might not help develop the selected employee with challenging assignments and regular feedback and it can seriously undermine the readiness of high potential employees to move into positions of greater responsibility. Limiting participation also leaves gaps in information about employee's strengths, development needs and career aspirations. Employees' immediate supervisors often can provide managers with insights into how employees work with others and what pertinent experience or skills they have. Hence widespread participation in succession planning must be practiced. However, widespread participation has also some demerits. Large majority of genuine performers lose their motivation if they are not identified in the plan and employees who are identified in the plan develop unrealistic expectations. People are the most important resource of any organization. Hence HEIs should equally focus on identifying the right potential as well as maintaining the positive attitude of the genuine performers towards their career and organizations.

3.2.2. Recommendations

Based on the findings/observations in the area of succession planning in select HEIs in the District of Paschim Bardhaman and its impact on employee career attitude, following are the suggestions or recommendations made by the researcher.

1. The performance appraisal system used by the select HEIs to appraise the performance of its employees has many drawbacks.
2. Firstly, it has been found that goal setting sessions are mostly dominated by the managers; goals are set by the managers without any consultation with the subordinates and are imposed on the subordinates. As a result, it is difficult for the subordinates to support such goals from the core of their heart and put their efforts to achieve it. This problem can be overcome by actively involving the subordinates in the goal setting activity so that they do feel that their suggestions, areas of concern are given due weightage by the boss before final setting of goals.
3. Education being service-based industry, follows project organization structure where people work in teams under the leadership of a project leader/manager to achieve project goal and hence organizational goal. However, the rigid distribution of bell-curve to appraise the performance of its employees calls for fixing the percentage of top performers at a given hierarchy, and this results in a competitive rather than the collaborative environment. This has an adverse impact

on the teamwork, which forms the backbone of any project-based industry.

4. The researcher has suggested developing a performance appraisal system which will be based entirely on performance of the employee. There should not be any fixed percentage that will determine the number of top performers or bottom performers, rather, whether an employee will fall in the category of top performers or average performers or bottom performers will be totally decided by his performance in previous/last project.
5. This shows that feedback system to explain the genuine performers why they are not considered as top performers is very weak. Analysis of factors of succession planning shows a low factor score of variable x_9 (Awareness of competencies to be developed).
6. An in-depth interview with the respondents reveal that most of the employees view that they are not aware of reasons for not labeling them as top performers, although they have shown a good performance in the last project. This shows that feedback system regarding the potentials/competencies of the employees in the succession planning process is weak. HEIs should be more transparent in giving proper feedback to its employees about their competencies and potentials.

3.2.3. Limitations of the Study

The study has a number of limitations, which are outlined as below.

1. The Education industry is a service-driven industry, dealing with national and multinational clients across the globe. Hence data secrecy and data espionage is very high in the industry. Consequently, the employees as well as the HR departments are very much reluctant to share information through their official records and for this the researcher had to depend on their verbal communications. As a result, there may be a gap of actual happening and responses received.
2. The second limitation of this study is also related to gathering of data from the respondents. Availability of the executives like Principal, GB President etc. was a real trouble for the researcher. Many a times, personal interactions with these executives were not possible due to their busy schedule. Hence the researcher had to mail questionnaire to the respondents, where also the rejection rate was quite high. Even during personal interactions, the executives were reluctant to provide opinion and to give personal interview in detail.
3. The data collection was confined to only 13 colleges and that too was restricted to their particular office in the city of Kolkata since constraints were faced during data collection.
4. The sample for present study comprised of 284 respondents, which is a very small proportion of the entire population of teachers serving in West bengal. Therefore research studies with much larger sample size would be required to ensure appropriate generalization of the study.
5. The construct of Succession Planning and Career Attitude are measured through instrument which are designed by the researcher, and had been validated by two HR Experts. Though the instrument shows scientific reliability and validity, more studies are required to before it is established as an acceptable tool for exploring succession planning and its impact on career attitude.

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