

SUCCESSION PLANNING AND SERVICE DELIVERY IN AKWA IBOM STATE CIVIL SERVICE: AN ASSESSMENT

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ABSTRACT

In recent years, placement of embargo on recruitment has affected succession planning in Akwa Ibom state civil service. Succession planning is an administrative process in both public and private organization is aimed at ensuring the continuity and effective operation of any organization. Therefore, the study seeks to examine succession planning and service delivery in Akwa Ibom State civil service. Data for this study were obtained from the primary and secondary sources. Survey method was adopted for the study and a total of 389 questionnaires were administered to staff of randomly selected ministries in Akwa Ibom State civil service, 382 were duly filled and returned while 7 was either mutilated or not returned. The data obtained were analyzed using simple percentage and Pearson Product Moment Correlation was used to test the hypothesis. The findings indicate among others that succession planning in Akwa Ibom State Civil has become a political tool where vacancies are detected and most times filled by politicians. Findings further revealed that poor financial availability has critical affect succession planning as an administrative process in Akwa Ibom State civil service. Thus the study recommends that there should be systematic approach in recruitment so as to limit the activities of god-fatherism and political interference. Also embargo often placed on recruitment should be lifted so that vacancies created can be filled.

Keywords: Succession planning, service delivery, recruitment, civil service

1.0 INTRODUCTION

Staff succession planning in any organization, whether it is public or private, is very essential if the organization wishes to still remain in business. Human resource is the centre of all resources for an organization. Organization might be built on the business it engages in, but the enterprises of the organization are the human resource. This very important human resource makes the wheel of an organization go round as directed by the management of the organisation. Accordingly, employees have an essential role within an organization which

makes it necessary for management to have succession plan for its employees. As an employee work with an organization, there is always need to transfer the vast knowledge to another for smooth operation since no one can be indispensable, if the staff decides to change or retire from the job and in the worst case death without an adequate succession plan, the organization may suffer. Succession plan is not unrelated to the inevitability of change, ageing and death as manifestation of a basic human predicament. All employers, private and public risk losing important skills and knowledge when employees retire or change work. These have made the human resource specialists to be more concerned about succession planning. The concept of succession planning has long been a subject of study in the private sector but not in the public sector (Wilkerson, 2007). This concept seems to be more effectively applied in the private sectors, while the public and non-profit sector have continued to witness employees turn over because of vacancies created from very large retirement or resignation rate of employees who most times leaves the organization to another in search of greener pasture (Snipes, 2007). Especially in the middle class of the public service, sometimes the vacancies created are not fill, thus making a particular staff to carry more schedule which in turn affects service delivery.

Service delivery is the strategic focus of any service organization (Etuk, Uford, & Udonde, 2023), when this is not achieved; the essence of such organization is defeated. Several studies have shown that the goal of any organization irrespective of the sector is to achieve positive result in terms of what the organization is set out to achieve (Amadasu 2003; Banjoko 2003, Gberevbie 2008, Onah 2012). Succession planning seems to be one of the major problem that has been affecting the Akwa Ibom state civil service over the years especially among the lower and middle classes of the service. The non-implementation of succession planning in the Akwa Ibom State civil service may have affected service delivery. Implementation means carrying out accomplishing, fulfilling, producing, or completing a given task (Ataire, 2020). When the task of ensuring that as a staff is moving out, another is taking position is not followed, there would e lapses that will affect service delivery. The civil service as an organization is always guided with the aim of effectively implementing government programmes at all levels and these can only be done through effective human resource succession planning. It is on this note that this study seeks to appraise succession planning in Akwa Ibom State Civil Service. Accordingly, the study seeks to examine the relationship between succession planning and service delivery in Akwa Ibom state civil service and to critically assess the effect of political interference on succession planning in Akwa Ibom State Civil Service.

Hypotheses

H1: Embargo on recruitment tends to affect succession planning in Akwa Ibom State Civil Service

H2: Political interference tend to affect succession planning in Akwa Ibom State Civil Service

2.0 CONCEPTUAL ISSUES

2.1 Planning

Planning is a managerial function and it is one of the key responsibilities that are essential to personnel and Human Resource Management. It is very fundamental to an individual, group,

organisation (public or private). Planning is determining objectives and determining and co-ordinating the sub-goals, policies, procedures and methods for achieving them. Designing courses of action for achieving objectives, which may or may not be adopted (Reading, 1976). It is a systematic preparation for a specific action. Every action must be properly planned for the interest of the organization. Every action, unless it is the result of sudden impulse, is preceded by some preparation, conscious or unconscious (Sharma and Sadana, 2008). According to Conyers and Hills (1984) cited in Onah (2008), planning is defined as a continuous process which involves decisions or choices about alternative ways of using available resources, with the aim of achieving particular goals at some times in the future. This makes an organization to achieve its goals. Planning is the process of setting goals, developing strategies, and outlining tasks and schedules to accomplish those goals. It also determines the limits of government responsibility, the allocation of resources and distribution of cost, division of labour by whom, when, and the extent of public control (Onah, 2012). It involves making decision by way of choosing a course of action amongst several alternatives that the organisation is faced with. Most successful action of an organization could be attributed to effective planning and it requires capacity to think, predict and decide on what to do. Research and forecasting are important characteristics of planning. The personnel administrator should be able to predict trends in wages, in labour market, in union demands, in the other benefits and in personnel policies and programmes. The task of forecasting personnel needs in relation to changes is extremely or seasonal variations and the leveling out of difference product in externality, important both for employees and for management (Mamoria and Gankar 2010). Without planning, manager cannot effectively control and manage the organization. Any attempt to control without plans is meaningless since there is no way for people to tell whether or not they are going where they want to go (the result of the task of planning) plan thus furnish the standard of control (Wehrich, Cannice and Koontz, 2008).

As identified by Sharma and Sadana (2008), there are three types of planning:

1. **Physical Planning:** It has a lot to do with city and country planning and the planning of natural resources of the country as a whole.
2. **Social and Economic Planning:** It involves advance determination by state agencies of the needs of the country for the more essential economic goods and services over a given period, arranging them into a scheme of priorities, and controlling both production and consumption with a view to their fulfillment within the period.
3. **Administrative Planning:** It is a phase of management and involves drawing up a programme of operations in advance and the provision of the requisite organization, personnel, material and procedures for carrying it out. In its comprehensive sense, administrative planning embraces problems of organization, budgeting, personnel and procedures. Organisation is nothing but a plan of working relationship among the personnel; and the budget is only another name for financial plan.

3.0 SUCCESSION PLANNING

Succession could be said to be the process of following another person in possession of authority, rank, office and functions. According to Chaturvedi (2006), it is the passing on of a title or a throne or a property to one entitled for it; (legally entitled) is necessary for succession. Succession planning is a key element of an effective strategy for managing talent and ensuring

that an organization achieves its goals. The issues of succession planning has received considerable critical attention especially in the private sector and studied by many researchers. The concept succession planning is used by Rioux and Bernthal (1999) as a systematic process of identifying and developing candidates for leadership or management positions. It entails systematically identifying, assessing and developing key contributors as well as leadership and management talent to meet future organizational needs (Rothwell, 2005). Gilmore (1988) cited in Wilderson, (2007) succession planning refers to the means by which an organization prepares for and replaces managers, executives and other key employees who leave their positions, and is critically important to the organisation's continued and future success. Moreso, as defined by McDonald (2006), succession planning allows for an organizational structure that is committed to the investment in leadership performance by identifying employees who are qualified to succeed current leaders. Succession planning is the process of identifying and developing employees to fill key positions in an organization. It can prepare an organization for when other employees leaves and for employee promotions as it can also prepare an organization for expansion or re-organisation (Alberta Human Services, 2012). With these definitions, it could be seen that succession planning has a lot to do with management, they play very important role for effective succession in any organization. For an organization to succeed members of staff must grow in ranks and as the move on, others should be filling the position they left behind. Some staff are highly knowledgeable and wish to progress in their career, it is the responsibility of the management to ensure proper transition so that they will be encouraged to stay with the organization.

Retaining skill and knowledgeable staff is an important issue for any organization irrespective of the sizes. A well-developed succession planning have some benefits as identified by Alberto Human Service (2012) to include:

- Having the right people in the right place at the right time
- Developing a qualified pool of candidates who are ready to fill key positions
- Helping employees realize their career plans and aspirations
- Improving employees' ability to respond to changes in the work place
- Creating more opportunity for the timely transfer of knowledge at the cooperate level.

Succession planning is essential element of an effective strategy for managing talent and ensuring that an organization achieved its future goals. With these benefits, succession planning seems to have been more effective in the private sector, because they are increasingly focused on creating succession planning programmes that align with their changing business needs; the public sectors seems to be lagging behind. This is largely due to the complexity of implementing the programmes in the public sector, the challenges include

1. the nature of tenure and political leadership in the public sector,
2. personnel system rules
3. lack of resources and
4. lack of focus (Wilkerson, 2007).

In addition to the above, there are other factors that affect effective succession planning in the public service in Nigeria such as:

1. **Political Interference:** Politics have subtly moved into the civil service. The civil servant by its nature is supposed to be apolitical but the reverse seems to be the case (Atairet, 2023). In the Nigerian civil service and in particular Akwa Ibom state civil service, political interference in the activities of civil service has been very visible and most times recruitment in the service is based on political “connection” at the detriment of merit. As observed by Osakwe (2007), recruitment and selection are based on political class patronage or determined by the political class. The overbearing influence of the political class has been affecting the civil service till today. These interference are manifested in form of using their acquire political power to influence who should be recruited into the service, maybe because of political reasons or funds. Moreso, Politicians are sometimes allocated vacancies to present candidate to take up an appointment and position in the service. Also, it may come in term of considering an office very “sensitive” and should be given to a supporter, in the event that there is no such person. Succession suffers because of lack of trust in the staff that should have occupied such office.

2. **Tribalism and Ethnicity:** Tribalism and ethnicity has remains another bane in Nigerian civil service. The conscious effect of making or trying to make a staff from one’s tribe to succeed a particular staff because of tribal or regional consideration is posing serious challenges to the civil service and this also applicable to Akwa Ibom State civil service. As noted by Davida (2003) the biggest challenge is the political arrangement of the country along political divide. With this awareness and consciousness among civil servants, their effort is tailored towards who succeed who? Where is he/she from? Which political party block does he/she belongs or favoured? Will he/she favours us? These and more become the issues rather than who is actually suitable for the post. This is one critical factor in workforce diversity in Akwa Ibom State which has affected succession planning in the civil service.

3. **Embargo on Recruitment:** Placing embargo on recruitment affects succession planning as vacancies created are not systematically followed and filled because of embargo on recruitment. Sometimes on account of lack of funds and other political considerations are advanced as the reasons vacancies are created and not filled.

4. **God-fatherism in the Service:** Some positions in the civil service are sometimes reserved by top officers for some person(s) who are god-son to some top civil servants. This work place politics is giving rise to god-fatherism and the practice of nepotism during employment (Ahmed-Gamgum, 2018). The civil service now-a-days is fill with god-fatherism syndrome, as staff made efforts to have a god-father at the top who in turn protect the interest of the staff. Due to god-fatherism, unqualified persons are placed in an office where they are not supposed to be, thereby creating succession problem for the service.

5. **Lack of Fund:** Succession is a continuous issue in civil service, recruitment to fill vacancies has a lot to do with the availability of funds. On a yearly basis, vacancies and are supposed to be filled, but this is not the case most times. The government may consider funds and as such refuse to fill vacancies and thus making staff to have more work load which would adversely affects service delivery. Operational system of the civil service by nature is often characterized by poor financial compensation and lengthy path in public organization (Okhawere et’al, 2016).

6. **Wrong Perception about Civil Service:** Most staff in the civil service have wrong perception about the service. There is this perception in some cases that civil service work is not my

father's work (Atairet, 2023). They see the service as a place to start something while waiting for better offer elsewhere because civil servant are not "well paid" like others and not what they can make career out of. The service find it difficult to retain such staff, every available appointment that comes, they move thereby creating a vacant post that need to be filled because of poor remuneration and condition of service they moved and accordingly. This had led to dissatisfaction, general inefficiency, indiscipline, low productivity and depression (Ahmed-Gamgum, 2018).

4.0 SERVICE DELIVERY

The growth of any organisation directly depends on the quality of services such organisation delivers (Atairet, 2023). Service delivery refers to the provision of social or public goods that will promote socio-economic wellbeing of the citizens. Lovelock and Wright (2002) defined service delivery as "the actual delivery of a service and products to the customer or clients". Nangobi (1987) defined service delivery as "an attitude or dispositional sense, referring to the internalisation of even service values and norms. It is the delivery concerned with supply superior goods/products based on the opinion of the customers". The above definitions as put forward by Lovelock & Wright (2002) and Nangobin (1987) seems to define service delivery from point of view of business as customers are usually the beneficiaries of services. Joseph (2014) sees service delivery as the services or goods and social outputs that people in a community wish to obtain for the common good, such as a livable environment, clean water, good education, health care, security, and so on. These services in the words of Joseph (2014) include, water supply, sewerage collection and disposal, refuse removal, electricity and gas supply, municipal health services, municipal roads and storm water drainage, street lighting, municipal parks and recreation. According to Kadiresan (2009), service delivery refers to the goods and services which the government both federal, state and local government provide to the general public in which the consumption of which depends not on consumers' income, but only on the need of the public. It involves implementation of assigned duties and responsibilities as outlined in the constitution/rules of the organizational objective (Atairet, 2022).

5.0 RECRUITMENT

Recruitment as a concept has been variously defined by several scholars and managers alike. According to Ibis (2015), recruitment is a systematic and organized procedure by which potential employees are obtained from selected and placement in the organization. Fatiregun (1992) opined that recruitment is the process of assessing a job, announcing the vacancy, and arousing interest and stimulating people to apply. Mathis and Jackson (1997) sees recruitment as the process of generating a pool of qualified applicants for organization. Flippo (1980) cited in Obisi (2015) defined recruitment as a process of searching for prospective employees and stimulating and encouraging them to apply for the job in an organization. The definition views recruitment as encompassing the process of attracting qualified prospective candidates to apply for jobs as well as choosing the best from the applicants for appointment for the job. It makes it possible to acquire the number and types of people necessary to ensure the continued operation of the organization in a situation where vacancies are created. In an organization like civil service, members of staff are exited through the following ways; death, resignation, termination, dismissal, withdrawal from service and retirement. Once any of these occurs,

vacancies are created. Apart from the above, vacancies are also created in the service through promotions, posting and secondments and the filling of every vacancies created should be one of the primary concern of the service but most times certain factors tends to affect its operations. The right person should take over from the former. A wrong man on the job would definitely retard service delivery. Proper forecasting of manpower requirement as created by the service requires putting in place the right personnel to take over from the one that is leaving.

6.0 CIVIL SERVICE

Here emphasis is place on Nigerian civil service with specific reference to Akwa Ibom State civil service. Civil service is widely accepted as the entire body of those employed in the civil administration as distinct from the military and excluding elected officials of the different tiers of government. It is a body or a department responsible for the execution of policies and programmes of the government. In fact the civil servants explore ways in which government policies/programmes can be effectively handled (Atairet & Ndaeyo 2022). The civil service basic rules and the civil servants are:

- a) To assist the government in the formation of polices by providing the necessary data
- b) To implement the decisions (that is approved policies) without fear or favour
- c) To ensure tht the wider and more enduring consideration against the exigencies of the moments so that the conveniences of today does not become the embarrassment of tomorrow (Al-gazali, 2007 cited in Atairet 2022).

They perform purely administrative and executive functions that entail formulation and implementation of government policies. Historically, it has been an evolutionary institution that started when men began to own servants and used them to exercise authority and control over others in the society for purposes of collection of taxes and dissemination of information (Anwanam 2009). In Nigeria, the civil service has played a major role in keeping Nigeria one, particularly during the past military era, Nigerian civil war and political crises (Atairet & Ndaeyo 2022).

7.0 CLASSIFICATION OF CIVIL SERVICE

The civil service is classified into the following classes:

1. The administrative class: This is the highest class with the responsibility to advise the government on policy matters and carrying out general administrative work as assigned.
2. Executive Class: These classes of civil servants are responsible for the day-to-day execution of government policies.
3. Professional Class: The Staff of this class are recruited on the basis of their expert and professional knowledge and skill and are meant to handle technical or specialized work such as Medical Doctors, Lawyers, and Engineers etc.
4. The Clerical Class: This class consists of typist, and low grade workers who form majority of staff in the service. They are involved in routine work in different offices.
5. Messengerial/Manipulative Class: Staff in this class consists of labourers, messengers, drivers, carpenter, cleaners etc.

8.0 METHODOLOGY

For the purpose of this research, survey research design was adopted. The survey method was chosen because it enables the researcher to elicit response from respondents through questionnaire instrument, as recommended by (Uford & Etim, 2018), to appraise succession planning in Akwa Ibom State Civil Service. Also, direct interaction through oral interview method was also used for this study. Primary data were collected through administration of questionnaire. The population of the study is 14205 (2021 Akwa Ibom State Service Year Book). A sample of 389 was derived using Taro Yamni formula. A total of 389 questionnaires were administered to staff of selected ministries and 382 were duly filled and returned while 7 was not returned. Also secondary data were extracted from relevant textbooks, seminar papers, journals, government bulletins and internet sites. To test the main effect of each ingredient on these data, simple percentage ratio of respondents view to qualify impression and Pearson Product Moment Correlation were used to test the hypothesis. The research used Random Sampling Techniques where 6 ministries were selected among the 20 ministries of Akwa Ibom State Civil Service. The ministries are:

Table One:

S/N	Ministries	Number of Samples
1	Ministry of Education	65
2	Ministry of Agriculture	64
3	Ministry of Health	65
4	Ministry of Youth and Sport	65
5	Ministry of Women Affairs and Social Welfare	65
6	Ministry of Establishment	65
	Total	389

8.1 Data Presentation and Analysis

Hypothesis

In testing of the hypothesis, Pearson Product Moment Correlation will be employed to determine the magnitude and relationship between variables.

The formula is presented thus:

$$r = \frac{N(\sum x-y) - (\sum x) (\sum y)}{\sqrt{N(x^2) - (\sum x)^2(N(y^2) - (\sum y)^2)}$$

Degree of freedom is given thus

Where C = column total

R = row total

The level of significance 0.05

Df = (C-1) (R-1)

Hypothesis One:

H1: Embargo on recruitment tends to affect succession planning in Akwa Ibom State Civil Service

Table 2

	Questions	SA	%	A	%	N	%	SD	%	D	%	TOTAL
1	Do you think the vacancies created are filled across board	56	14.7	45	11.8	22	5.8	134	35.1	125	32.7	100
2	Do you think succession problem affects service delivery in the managerial categories of the service	130	34	124	32.5	20	5.2	51	13.4	53	13.9	100
3	Staff at the middle class level are often overloaded with schedules due to poor succession planning	128	33.5	133	34.8	22	5.8	51	13.4	48	12.6	100
4	Embargo placed by government on recruitment often affect succession planning in Akwa Ibom State Civil Service	129	33.8	125	32.7	15	3.9	66	17.3	47	12.3	100
5	Government does not follow systematic approach of creating and filling vacant position in Akwa Ibom State Civil Service	136	41.5	123	37.5	30	9.1	45	11.8	48	12.6	100
	Total	579		550		109		347		321		

Test of Hypothesis One:

H1: Embargo on recruitment tends to affect succession planning in Akwa Ibom State Civil Service

Ho: Embargo on recruitment does not affect succession planning in Akwa Ibom State Civil Service

Table 3

Variables	X	Y	X ²	Y ²	XY
A	304	275	92416	75625	83600
SA	332	218	110224	47524	72376
N	60	49	3600	2401	2940
D	185	162	34225	26244	29970
SD	175	146	30625	21316	25550
Total	1056	850	271090	173110	214436

$$r = \frac{N(\sum xy) - (\sum x)(\sum y)}{\sqrt{N(x^2) - (\sum x)^2} \sqrt{N(y^2) - (\sum y)^2}}$$

$$r = \frac{5(214436) - (1056)(850)}{\sqrt{5(271090) - (1056)^2} \sqrt{5(173110) - (850)^2}}$$

$$r = \frac{1072180 - 897600}{\sqrt{(1355450 - 1115136) \times (865550 - 722500)}}$$

$$r = \frac{174580}{\sqrt{(240314) \times (143050)}}$$

$$r = \frac{174580}{185410.1}$$

r = 0.94

Degree of freedom is given thus

$$df = (C-1) (R-1)$$

$$df = (2-1) (5-1)$$

$$df = 1 \times 4$$

$$df = 4$$

The Level of Significance 0.05

The Calculated r value 0.94

The Critical table value .8114

8.2 Conclusion

The calculated r value of 0.94 is greater than the critical table value of .8114 at 0.05 level of significance and 4 degree of freedom. Thus, alternative hypothesis (Hi) is accepted and null

hypothesis (Ho) is rejected. From the above analysis, it can be concluded that embargo on recruitment affect succession planning in Akwa Ibom State Civil Service

Hypothesis Two:

H2: Political interference tend to affect succession planning in Akwa Ibom State Civil Service

Table 4

	Research Questions	SA	%	A	%	N	%	SD	%	D	%	TOTAL
6	Do you agree that political interference in Akwa Ibom State civil service affect succession planning	99	25.9	105	27.5	30	7.9	75	19.3	80	20.6	100
7	Succession planning in Akwa Ibom State civil service are based on political consideration	112	29.3	100	26.2	25	6.5	60	15.7	76	19.9	100
8	God-fatherism in Akwa Ibom State civil service affect succession planning	116	43.5	106	27.7	15	3.9	79	20.7	66	17.3	100
9	Succession planning in Akwa Ibom State civil service is often crippled by lack of funds	75	19.6	66	17.3	20	5.2	106	27.7	115	30.1	100
10	Wrong perception about the civil service affects succession planning in Akwa Ibom State civil service	89	23.3	97	25.4	44	11.5	78	20.4	74	19.4	100
	Total	491		474		134		398		411		

Test of Hypothesis Two

H1: Political interference tend to affect succession planning in Akwa Ibom State Civil Service

Ho: Political interference does not affect succession planning in Akwa Ibom State Civil Service

Table 5

Variables	X	Y	X ²	Y ²	XY
A	256	235	65536	55225	60160
SA	252	222	63504	49284	55944
N	78	56	6080	3136	4368
D	209	189	43681	35721	39501
SD	212	199	44944	39601	42188
Total	1007	901	223745	182967	202161

$$r = \frac{N(\sum xy) - (\sum x)(\sum y)}{\sqrt{N(x^2) - (\sum x)^2} \sqrt{N(y^2) - (\sum y)^2}}$$

$$r = \frac{5(202161) - (1007)(901)}{\sqrt{5(223745) - (1007)^2} \sqrt{5(182967) - (901)^2}}$$

$$r = \frac{1010805 - 907307}{\sqrt{(1118725 - 1014049) \times (914835 - 811801)}}$$

$$r = \frac{103498}{\sqrt{(104676) \times (103034)}}$$

$$r = \frac{103498}{103851.7}$$

$$r = 0.99$$

Degree of freedom is given thus

$$df = (C-1) (R-1)$$

$$df = (2-1) (5-1)$$

$$df = 1 \times 4$$

$$df = 4$$

The Level of Significance 0.05

The Calculated r value 0.99

The Critical table value .8114

8.3 Conclusion

The calculated r value of 0.99 is greater than the critical table value of .8114 at 0.05 level of significance and 4 degree of freedom. Thus, alternative hypothesis (Hi) is accepted and null hypothesis (Ho) is rejected. From the above analysis, it can be concluded that political interference tends to affect succession planning in Akwa Ibom State Civil Service.

9.0 DISCUSSION OF FINDINGS

Succession planning is seen as an administrative process prevalent in different civil service across various climes and Nigerian civil service is not an exemption and should not be jeopardized as it determine the staff efficiency and service delivery. Civil service is seen as the engine room of government thus continuity is sacrosanct. Placement of embargo on recruitment has affected succession planning in Akwa Ibom State civil service. The study reveals that political interference in the operations of the civil service has affected the service significantly. Also, the issue of placing embargo on recruitment contributes to the succession problem in the civil service. In most cases, due process is not always followed in filling vacant positions. Schedules that are supposed to be handled by four staff are handled by one or two which in turn affect service delivery. When some staff are transferred, promoted, seconded or exiting from the service through other means, the schedules is always given to the remaining staff and the staff productivity would be hampered because of undue pressure. It also brings to the mind of politics in succession planning in the services as it is the politicians who grant approval for recruitment into the service. Consequently, there is need for an organization like Akwa Ibom State Civil Service to be critical about succession planning.

Analysis from the study shows that succession planning in Akwa Ibom State Civil has become a political tool where vacancies are detected and filled by politicians. Finding from the study is in line with the view of Osakwe (2007), who observed that “recruitment and selection are based on political class patronage or determined by the political class.” Vacancies existed in the civil service are often allotted to politicians who fill in their clientele who might have supported them to occupy their political office. Consequently, succession suffers setback as these political beneficiaries are often incompetent to carry out their assigned responsibilities, thus affecting service delivery. The study further revealed that the issue of tribalism and ethnicity also contribute to poor succession planning in Akwa Ibom State civil service. One’s place of origin and geographical location are often considered during succession planning. As noted by Davida (2003) who stated that ethnicity and tribalism is the biggest challenge is the political arrangement of the country is divided along political line. The occupant of a particular position is determined by one’s place of origin and political affiliation thus undermining the tenet and feature of civil service.

Financial availability plays a tremendous role in determining the effective operation of any organization. Civil service as an engine room of the modern government needs adequate finance to carry out its various administrative processes. Finding from the study indicated that inadequate finance has crippled succession planning in Akwa Ibom State civil service. Movement of staff from one position to another requires training and retraining and thus finance becomes an indispensable tool. As noted by Okhawere et’al, (2016), who observed that “operational system of the civil service by nature is often characterized by poor financial compensation and lengthy path in public organization”. This poor financial availability has critical affect succession planning as an administrative process in Akwa Ibom State civil service. The study further reveals that wrong perception about the civil service by staff has contributed to the problem of succession planning occasioned in Akwa Ibom State civil service. Most employees of Akwa Ibom State civil service seems not to be satisfied with their current job and do not want to make a career out of it. This may be as a result of poor working conditions, poor remuneration or ill-treatment from their superior. This is in support with the assertion of Ahmed-Gamgum (2018) who stated that this indolence practices among the civil

servants has led to dissatisfaction, general inefficiency, indiscipline, low productivity and depression.

10.0 CONCLUSION

The growth and continuous existence of any organisation depends on its ability to retain and maintain its human capital. Succession planning are administrative practices prevalent and mostly practice in the public sector especially the civil service. The study conducted have revealed various factors bedeviling proper succession planning in Akwa Ibom State civil service to include political interference, tribalism and ethnicity, embargo on recruitment, god-fatherism in the service etc. A thorough investigation revealed that these factors hamper effective succession planning in Akwa Ibom State civil service thus affecting service delivery. The study concluded that vacancies existed in the civil service are often hijacked by politician and fielded by their anointed candidate who are sometimes incompetent to the task assigned to them. It is also concluded that most vacancies available in the civil service are fielded based on ethnicity and tribalism which is against federal character principles as enshrined in the constitution. The study further concludes that lack of fund and wrong perceptions about the civil service have further derail effective succession planning. This was obvious in a situation where limited funds were assigned to the human resource department of the civil service for the training and retraining of its new employees. The general implications of these unhealthy practices are manifested in poor service delivery of the employees who seems to be lackluster and unmotivated; thus the civil service which is the engine room of modern government is left in the state of coma due to poor succession planning.

11.0 RECOMMENDATIONS

Arising from the outcome of the study, the following recommendations are proffer:

1. Embargo on recruitment should be lifted so that vacancies can be filled as they are created.
2. There should be a systematic approach in recruitment so as to limit the activities of god-fatherism and political interferences.
3. Vacancies available in the civil service should be made public so that the right candidate can assumed a position in which he is competent at.

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