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EFFECT OF SUCCESSION PLANNING ON EMPLOYEE RETENTION (A CASE STUDY OF CUSTOMER SERVICE INDUSTRY IN KARACHI)

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Abstract

Employee retention is an important factor that affects the performance of the company. From the day an organization started operation to the present day. It remains a question for the organization. How do we retain productive employees? Globally, 56.5% of employees intend to change jobs for several reasons. In Pakistan, 23% of employees working in the customer service industry intend to leave their current organization. Succession planning can be an effective tool for employee retention. It is the process of preparing employees for the attainment of the future objectives of the organization by enhancing their abilities and skills. The study has focused on analyzing the impact of succession planning on employee retention, specifically for the customer service industry in Pakistan. A survey of 300 respondents was conducted through a close-ended questionnaire to collect primary and secondary data from published articles. The data were analyzed through SPSS. The respondents for the survey were selected for an interview through a multistage sample using a mixed approach based on Probability and non-probability sampling. The Study performed cross-analysis, a Chi-Square test, an independent t-test, ANOVA, and binary logistics to analyze variables. The result of the study showed that succession planning has a positive significant impact of 2.1 times on employee retention, independent of gender variation. A one-time increase in the effectiveness of a succession plan can increase employee retention by 2.1 times.

Keywords: Succession Planning, Employee Retention, Future Objectives, Customer Service Industry, Employee Turnover.

Introduction

Customer Service is considered the backbone of any organization. No organization can compete in the market without paying attention to customer service delivery. It refers to the company's engagement with customers to fulfill their needs.

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Every organization establishes a department or organizes a team to address the customer of the company's product. The staff performing the customer service task are known as customer service representatives. These staff perform various activities on behalf of the company. They give product training to the customers, resolve their queries, and create a positive feed for the company from customers. In Pakistan, providing customer service has become an industry. In Pakistan, various organizations have been established to provide customer service for the parent organization (Producer of Product or Service). According to businesslistpk.com, there are 124 specialized customer service-providing companies in Pakistan, of which 80 are located in Karachi, Pakistan. These companies do business at the tertiary level, which is influenced by the productivity of the parent organizations. The Customer Service Industry in Karachi is affected by high turnover, financial crisis, low staff motivation, and low employee commitment. Similarly, The USA is one of the biggest markets in the world. It has been producing 20% of the GDP of the world. The customer service industry in the USA has been playing an important role in the availability of these products in the international market. Despite high growth in the sector, the Customer Service Industry in the USA has an average annual rate of 45% for employee turnover. This can be reduced by implementing a formal plan that includes technological advancement, team building, career development, a reward system, and performance management (McCabe, 2022). The United States Bureau of Labor Statistics has also stated that the U.S. call center that is part of the Customer Service Industry has been suffering from a higher staff turnover rate, of which 55% are responsible for executive work (Solis, 2021).

Today, the world has become a global economy. The competition among the businesses has increased with a rapid increase in new entrants in the market. The new entrants seek a more efficient workforce, resulting in a change of mind. The workforce has focused on changing their current employer—the people in advanced countries like the United States and Australia. United Kingdom, France, Germany, and Japan intend to change their jobs. Approximately 63% of the US workforce has shown intention to leave their current organization. Similarly, 60% in Australia, 59% in the United Kingdom, 58% in France, 53% in Germany, and 46% in Japan. The employees are open to joining new organizations (Merwe, 2022).

Staff turnover inside the business surroundings varies day by day. It is getting quite competitive and is increasing in most companies globally. This affects converting the demographics of the people, an upward thrust in global opposition, and the generation that requires the improvement of the expertise pool to take the management duties and pull the agencies in the direction of the subsequent degree. A few managers feel that there may be difficulty with the high attrition rate, which seems to be threatening the organization's growth (Javed & Jaffar, 2019). Approximately 47% of organizations are going through shrinking or ultimately up because of the absence of a position manager; as a result, there may be no one there to inspire the personnel and retain them (Kitonga, Were, & Getuno, 2021). The trouble of employee turnover additionally receives a high rate for firms. Apart from the recruitment and selection process, the fee linked with making new people statistics within the human useful resource department and in making the payroll records and supplying the protection

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materials even as the worker leaves the task is very excessive, which is why it receives high rate for the corporations to undergo the turnover rate (Eshiteti et al., 2013).

Mehrabani and Mohamad (2011) have discussed factors that are triggering the mindset of staff to change their employer or motivating staff to find jobs in any other organization. They revealed that the following factors can be responsible for staff turnover, i.e., sickness, retirement, lack of employment plan, etc.

Garg & Van Weele (2012) discussed that the unavailability of a formal plan or succession planning is one of the causes of high staff turnover. Any organization must prepare a plan for the career development of staff to retain them for the achievement of future goals of the organization.

Human Resource Development Council, HRDC (2012) finds the shortage of skilled staff due to various reasons, i.e., unavailability of talent management and retirement plans. The organization must create a feeder pool or formal succession planning for highly skilled staff in key positions. The sugar manufacturing industry cannot deal with any unfortunate event. The research reveals that most organizations are not capable or well-equipped to deal with talent crises (Eshiteti et al., 2013). Even though most corporations have formal succession planning plans programs in the region in step with their regulations, it is not clear how effective these programs are (Gulzar & Durrani, 2014).

The business enterprise's investigation found no exception to this phenomenon. All that is discovered via the enterprise through statistics and practices is that the company has numerous development programs that consist of Internships, Learner-ships, and Engineers-In-Training (EIT) platforms. However, those interventions do not form a part of a long-term strategic plan that allows you to take advantage of the organization in the destiny, as those trainees are usually launched after the program has been completed. Succession planning plans are critical to instilling balance in an enterprise because the want for succession can confront any commercial enterprise at any time, regardless of its value or size (Durst & Wilhelm, 2012).

Hall-Ellis (2015) affirms that departures of retiring personnel and co-people leaving the organization can have sizeable results. A reflection on preceding research referring to succession planning plans suggests that, as organizational circumstances adjustments through business growth, promotions, and resignations of key staff, proactive succession planning plans will offer assurances that the employer could have a backup pool of skills geared up to fulfill new roles (Mathur & Agarwal, 2011)

Problem Statement

The customer Service industry has become one of the building blocks of Pakistan's economy. It has produced over 1 billion USD in exports for Pakistan for the financial year 2020-21, projecting up to 5 billion USD. It has increased to 137% in the last five years. One of the major factors affecting this sector's growth is employee

turnover (Rehman,2021). The study reveals that 57.3% of employees do not want to work further with their current organization for various reasons.

Research Questions

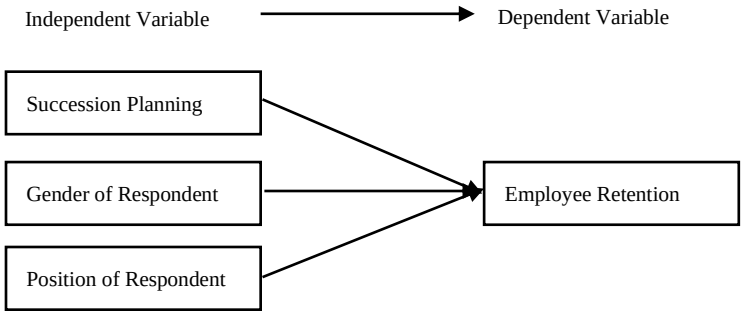
1. How does succession planning affect employee retention?
2. How does variation in gender affect employee retention in the organization?
3. How does position or job role variation affect employee retention in the organization?

Research Objective

The study analyses variation caused by Succession Planning, Gender, and Respondents' Position in Employee retention.

Conceptual Framework

The framework of the study explains independent and dependent variables. The study focused on the analysis's independent variable, i.e., succession planning, Gender, and working position of respondents, with the dependent variable, i.e., Employee retention.



Research Hypotheses

H_{o1}: Employee Retention has no significant association with Succession Planning.

H_1: Employee Retention has a significant association with Succession Planning.

H_{o2}: Employee Retention has no significant association with the Position of Respondent.

H_2: Employee Retention has a significant association with the Position of Respondent.

H_{o3}: Employee Retention has no significant variation because of gender variation from male to female.

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H_3: Employee Retention significantly varies because of gender variation from male to female.

H_{o4}: Employee Retention has no significant variation because of variation in the position of respondent.

H_4: Employee Retention has significant variation because of variation in the position of respondent.

H_{o5}: Succession Planning has no significant impact on Employee Retention.

H_5: Succession Planning has a significant impact on Employee Retention.

Literature Review

Succession Planning

Collins (2009), as referred to by way of Adewale, Abolaji, and Kolade (2011), proposes succession planning as an exercise in which succession planning is certainly one of such techniques used to address the problems of human useful resource gaps (Taylor, 2012). Succession Planning is the effort to devise the right number of excellent managers and key professional personnel to cover retirement, demise, severe illness or advertising, and any new positions that may be created in future corporation plans (Sambrook, 2005). According to Hills (2009), it is an ingenious group of workers' management approach that could pressure retention of skills in the course of the organization and make certain that the organization has the capabilities it desires in the region to respond to the swiftly shifting sands that make up cutting-edge enterprise environment. As such, succession planning and employee retention shape part of useful human resource-making plans and feature a right-away impact on reducing staff turnover.

Hewitt Associates (2004) identified preserving key skills or talents and succession planning as the two most vital groups of workers' planning problems (2004).

Mehrabani and Mohamad (2011) suggest that the key to the future success of an employer is decided by the way it assesses and is familiar with the value of the human beings it has and what assets it will need in the future. The authors above, in addition, country that the one useful human resource device that can help to decide the contemporary and destiny wishes of the company is succession planning.

Collins (2009), as referred to by way of Adewale, Abolaji, and Kolade (2011), proposes succession planning as an exercise that can offer seamless leadership transition for the duration of the employer.

Rothwell (2011), as cited in Garg and Weele (2012), helps the authors by mentioning that "succession planning is a deliberate and systematic attempt with the aid of a corporation to make certain leadership continuity in key positions, retention, and

improvement of highbrow and understanding capital for the future, and encouragement of individual development.

According to King (2005), as noted in Garg and Weele (2012), succession-making plans are, undoubtedly, a practice that warrants the uninterrupted powerful functioning of a business enterprise by instituting a procedure that assists in developing and changing key personnel contributors over the years.

Mathur (2011) agrees with those writers, declaring that a succession Planning plans system is supposed to make sure that skilled and proficient employees are organized to take over every key role in the occasion of a sudden lack of performance created with the aid of retirement, death, serious illnesses or promotions. The author above explains succession-planning plans as a few shapes of internal recruitment where notably successful employees have their capabilities, skills, and information advanced to fill in extra difficult and thrilling roles.

The company highly values turnover in phrases of monetary bearings, its implications on worker morale, and customer delight (Eshiteti et al., 2013).

Tunje (2014) discussed staff retention as an employer's capability to keep employees from leaving the organization, even as a decreasing group of worker turnover.

Schroeder, Goldstein, and Rungtusanatham (2013) notion that employee retention and occasional worker turnover help use manufacturing efficiency and purchasers' costs.

Chitsaz-Isfahani and Boustani (2014) stated that employee retention is normally considered to have the potential to preserve a solid human useful resource. Worker retention is all that power exerted through the company to relieve the chances of a man or woman remaining longer in the organization. It can offer seamless leadership transition for the duration of the employer.

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further explains succession-making plans as a few shapes of internal recruitment where notably successful employees have their capabilities, skills, and information advanced to put together to fill in extra difficult and thrilling roles.

Employee Retention

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Effect of Succession Planning on Employee Retention

Imna & Hassan (2015). Affirm that one of the primary essential problems groups face today, specifically in the sugar production industry, is maintaining their workforce.

Das and Baruah (2013) factor out that the weathering existence-lengthy achievement of an organization relaxation upon retaining staff in important positions.

Gulzar and Durrani (2014) assert that companies must invest money into human capital. However, this calls for correct planning. Further, it stipulates that appropriate expertise management guidelines and practices that show off dedication to employee development produce more devoted staff members within the employer and decrease worker turnover.

Tunje (2014) states that cognizance wishes to be laid on career and skills management for succession planning to preserve personnel. The creator above emphasized that the prevailing succession planning practices should always result in worker retention and, consequently, informed decisions need to be made while promoting gifted employees. The consequences of the studies done with the aid of Eshiteti et al. (2013) imply that succession planning programs allow worker improvement opportunities and job pride, which in turn has a brilliant influence on personnel retention.

The lack of a “fill-in scheme” in most enterprises in Ghana, especially in Africa, has spawned technical hitches, filling vacancies in such establishments (Mensah

et al., 2016). This leads to profound employee displeasure, decreasing performance and retention rates amongst high performers. As a result, studies on employee retention have obtained little attention (Jiang & Klein, 2002), especially within the context of succession planning.

Hassan and Siddiqui (2019) investigated the impact of powerful succession planning practices on worker retention, exploring the mediating roles of the use of 300 respondents who are serving in the middle and bottom stages of management within personal businesses in Pakistan. Their findings discovered that effective succession planning practices had a meaningful and favorable reference to worker retention.

The Aberdeen Group (2005) also surveyed retention and succession planning in the company's place of job. They determined a clear correlation between government retention and businesses with formalized retention and succession practices. More specially, the survey discovered that a robust majority of organizations that reported 1% to 5% average turnover rates had formal retention (89%) and succession application, respectively (84%) (Tetteh & Asumeng, 2022). The query, however, is whether we may want the identical locating to be hooked up in the case of non-control employees. Another observation via Eshiteti, Okaka, Maragi, and Akerele (2013) to set up the consequences of succession planning practices on a team of workers' retention in the sugar agencies of Western Province, Kenya found out that extra employees had high task pleasure because of the perceived presence of a succession planning process, which gives them hope of being subsequent in line of management. According to them, this highly impacted workforce retention within the sugar company.

Research Methodology

The study was based on qualitative and quantitative research approaches. The qualitative data for the study was collected from a secondary source, i.e., published literature etc., and quantitative data was collected through a survey. A survey of 300 respondents was conducted by using a close-ended questionnaire. The questionnaire consisted of questions about Employee Retention and Succession Planning. The study used a five-point Likert scale to quantify the questions. The close-ended questionnaire was converted into an electronic copy using a Google survey and distributed to respondents working in customer service companies located in Karachi city after the successful completion of a pilot study. Karachi is the financial hub of Pakistan. Karachi generates major portions of its revenue from Pakistan, according to the website businesslist.pk. Pakistan has 124 customer service companies, out of which 80 companies are located in Karachi (Businesslistpk, 2022). The study used a mixed approach of sampling that includes probability and non-probability sampling in multistage to draw the sample. In the first stage, the study randomly selected 30 companies working in Karachi. 30 random number was generated through software for the selection of companies. In the second stage, quota sampling was used to select ten employees for the interview, including 50% male and 50% female. Quota sampling allows the researcher to select respondents based on quotas created for particular traits (QuestionPro, 2022). The study analyzed the data through statistical tools, i.e., cross-tab analysis, Chi-Square test, independent t-test, ANOVA, and binary logistics via

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SPSS. The data were dichotomous values 1,0 to fulfill the assumptions of statistical tools.

Analysis and Discussion

Cross Tabulation and Chi-Square Test

The crosstab analysis uses a contingency table to show multiple variables' relationships. The value can be extracted in multiple ways, i.e., Observed number, Row percent, Column Percent, and total Percent (Human of Data, 2022). The study used crosstab analysis based on Row percentages to understand the numerical relationship between variables. The Chi-Square test identifies the significance of the association between the variables (Statisticshowto, 2022). The study used the Chi-Square test to test the significance of the association between the variables.

Crosstab Analysis for Employee Retention and Succession Planning

Table 1 shows an analysis between Employee Retention and Succession Planning. 68.4% of respondents agreed that their organization has a proper succession plan to retain employees. The studies of Raj (2020) also explain that succession planning practices enable career growth and growth opportunities for employees that affect their intention to leave the organization. It increases employee satisfaction with their job.

Table 1: Cross Tabulation Analysis Employee Retention vs Succession Planning

		Succession Planning		Total
		No	Yes	
Employee Retention	No	18.0%	82.0%	100%
	Yes	31.4%	68.6%	100%
Total		25.7%	74.3%	100%

Chi-Square Analysis for Employee Retention and Succession Planning

Table 2 shows the result of the Chi-Square test analysis for the variables, i.e., Employee Retention and Succession Planning. The P-value for the test is less than 0.05, which interprets a significant association between employee retention and succession planning. So, we reject the null hypothesis "H_{o1}: Employee Retention has no significant association with Succession Planning".

Table 2: Chi-Square Tests Employee Retention vs. Succession Planning			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	6.934a	1	0.008
Likelihood Ratio	7.123	1	0.008
Linear-by-Linear Association	6.911	1	0.009
N of Valid Cases	300		
a. 0 cells (0.0%) have an expected count of less than 5. The minimum expected count is 16.21.			

Crosstab Analysis for Employee Retention and Position of Respondent

Table 3 shows an analysis between Employee Retention and Succession Planning. 56.3% operative, 48.6% Middle, and 100% top-level respondents agreed they continue their job. They believe that their organization has a plan for the job.

Table 3: Cross-tabulation analysis of Employee retention vs. Position of Respondent				
		Employee Retention		**Total**
		No	**Yes**	
Position of Respondent	**Operative**	43.7%	56.3%	100.0%
	Middle	51.4%	48.6%	100.0%
	Top	0.00	100.0%	100.0%
Total		42.7%	57.3%	100.0%

Chi-Square Analysis for Employee Retention and Position of Respondent

Table 4 shows the result of the Chi-Square test analysis for the variables, i.e., Employee Retention and Position of Respondent. The P-value for the test is less than 0.05, which interprets a significant association between employee retention and succession planning. So, we reject the null hypothesis "H_{o2}: Employee Retention has no significant association with Position of respondent". The studies of Flowers & Hughes (2022) reveal that most employees leave the organization due to dissatisfaction with their jobs. They found a perfect correlation between job dissatisfaction and employee turnover.

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Table 4: Chi-Square Tests Employee Retention vs. Position of Respondent			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	33.808a	2	0.000
Likelihood Ratio	47.740	2	0.000
Linear-by-Linear Association	10.175	1	0.001
N of Valid Cases	300		
a. 0 cells (0.0%) have an expected count of less than 5. The minimum expected count is 16.21.			

Independent Samples Test

An Independent sample t-test is a statistical tool used to investigate the comparison of the mean of two independent groups (Statisticssolutions, 2022). The study used the independent samples test to analyze the comparison of the mean from the male population and the mean from the female population.

Group Statistics

Table 5 shows group statistics for gender variation. The mean for the male respondents is 0.493, and the mean value for female respondents is 0.499. The mean value for both genders is very close. The study interprets no significant difference in mean between the variables.

Table 5: Group Statistics for Gender Variation in response to Questions					
	Gender of Respondent	N	Mean	Std. Deviation	Std. Error Mean
Employee Retention	Male	150	0.593	0.493	0.040
	Female	150	0.553	0.499	0.040

Independent t-test

Table 6 shows no significant difference between the mean difference between Male and Female respondents. The P-value of the test for equal variance assumed is greater than 0.05. So, Accept the null hypothesis “Employee Retention has no significant variation because of gender variation from male to female.” The male and female respondents have no variation of opinion about employee retention in their organization.

Table 6: Independent Samples Test for the Effect of Variation in Gender on Employee Retention

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Employee Retention	Equal variances assumed	1.828	0.177	0.699	298	0.485	0.040	0.057	-0.072	0.153
	Equal variances are not assumed.			0.699	297.957	0.485	0.040	0.057	-0.072	0.153

Analysis of Variance Analysis

The study used an ANOVA test to compare the mean of more than two groups. The ANOVA is a statistical technique that allows the researcher to analyze the comparison of more than two groups (Qualtrics, 2022). Table 7 shows that the variance analysis has significant variation because of variation in the respondent's position. The Study interprets that employee retention varies as per the working position of the respondent. The P-value for the test is less than 0.05. So, we reject the null hypothesis "Employee Retention has no significant variation because of variation in the respondent's position."

Table 7: Analysis of Variance Analysis for Employee Retention and Position of Respondents

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.270	2	4.135	18.860	0.000
Within Groups	65.117	297	0.219		
Total	73.387	299			

Logistic Regression Analysis

Logistic regression is a technique that allows the researcher to analyze the impact of a variable. The regression assumes that the population is normally distributed and that data is dichotomous (Swaminathan, 2022). Table 8 shows the model summary for Logistic Regression Analysis. The model depicted that the independent variable succession planning caused only a 2.3% variation in the dependent variable, employee retention.

Table 8: Model Summary for Logistic Regression Analysis

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	402.288a	0.023	0.032
a. Estimation terminated at iteration number 3 because parameter estimates changed by less than 0.001.			

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Table 9 shows the significant impact of succession planning on employee retention. The P-value for the test is less than 0.05. So, we reject the null hypothesis "H_{o5}: Succession Planning has no significant impact on Employee Retention". The Study interprets that a one-time increase in the effectiveness of a succession plan can increase employee retention by 2.1 times.

Table 9: Variables in the Equation for Logistic Regression Analysis

Variable	B	S.E.	Wald	df	Sig.	Exp(B)
Succession Planning	0.737	0.283	6.786	1	0.009	2.100
Constant	0.117	0.134	0.757	1	0.384	1.124

a. Variable(s) entered on step 1: Succession Planning.

Discussion

The customer service industry in Pakistan is one of the greatest contributors to the country's GDP. The high turnover is causing lower performance in the sector. The study has identified a significant association between effective succession planning and employee retention. The human resource advisor Houston Texas (2021) has revealed that succession planning creates opportunities for employees that positively impact the achievement of the future goal of the organization. Succession planning affects an organization in many ways. It helps in identifying and fulfilling key positions of the organization. Increase the abilities and skills of employees and prepare them for the prospective position per the organization's future needs. It helps monitor and evolve employees to improve their productivity as a whole. Taylor & McGraw (2004) has identified succession planning as the tool for employee development and shaping their skills and abilities to meet the need of the organization. Moreover, Kuzu and Ozilhan (2014) discussed it as an essential component of management planning to retain key employees. Voslobana (2012) referred to succession planning as the agent of innovation that provides a framework for bringing new ideas into the organization. Succession Planning is the key factor in organizational growth. The growth of an organization cannot be achieved without effective succession planning (Zafar & Akhtar, 2020). Succession planning provides the framework for developing future leaders of the organization (Zafar & Akhtar, 2020). It also improves the practices of Human Resource Management (Zafar et al., 2018). The study reveals that succession planning is an effective tool for employee retention and practices that reduce employee intention to leave the organization. It provides clear dimensions to employees about their future development. The effectiveness of succession planning directly impacts employee intention to be a part of the organization in the future. The increase in the effectiveness of planning can play an important role in reducing employee turnover. Employee retention is retaining or restricting employees about to leave the organization. It reduces the turnover of key staff (Kurdi, Alshurideh, & others, 2020). Employee turnover can have various types, i.e., involuntary, voluntary, avoidable, and unavoidable. The

organization is always concerned about employee turnover, irrespective of the type. However, Unavoidable turnover creates a serious concern for the organization. It is not in the organization's control (Thomas, 2022).

According to Deri, Ragavan, Chireh, Zaazie, and Niber (2022), worker retention is all about impartiality and performance. In this regard, increasing the satisfaction levels of personnel is the best way to sphere employees. Additionally, Manelkar, Iyer, and Gupta (2022) say employee retention requires a clear definition of the lifestyle of the company and its effective implementation. Davidescu, Apostu, Paul, and Casuneanu (2020) emphasize choice and merchandising strategies, which they say should constantly meet people's capacities and work needs. He provides that management has to conduct mindset and opinion surveys on potential personnel at threat who are typically the important thing skills of the agency. Employee retention practices need to be planned nicely and properly designed to increase workers' stay in businesses aside from their pay (Subramaniam et al., 2019). In exertion markets that are difficult, skills may be hard to replace. Consequently, companies go through a while, and talent is lost. That is because high turnover increases the recruitment rate and training fees—loss of expertise and organizational expertise.

The most important predictors of retention contain intrinsic success and the organization's situations in preference to those that specialize in economic rewards as referred to via the preceding scholars. Moreover, the lack of proficient growth and improvement regularly influences the turnover rate as opposed to developing stability between existence and work. Past studies on employee retention have explained that personnel can give valuable focus to their jobs and extra toward searching at doing correct upload in enhancing the satisfaction stage of clients inside the administrative center (Panda & Sahoo, 2021). Linking to this, it has been delivered via other scholars that a commercial enterprise wants to encourage its employees to retain them. This may be completed through diverse techniques (Batool et al., 2022). It has also been studied by Rombaut & Guerry (2020) that personnel who prioritize career improvement, capabilities attainment, and effective overall performance management are searching for career progression in their organization. The study determined that education and development observed with performance management and repayment could be critical for maintaining the personnel. However, it can be observed that multiple research studies have defined the importance of better participation of the people and how it could decorate in preserving them. To sum it up, it can be stated that previous studies have defined the concept of retention as a steady relationship between the workers and the place of business.

Conclusion

The Study has concluded that the customer service industry in Karachi, Pakistan, has suffered from a high rate of employee turnover that the implementation of formal succession planning can reduce. Employee retention in the customer service industry has associated effectiveness of the succession plan and the position or role of an employee given in the organization. However, it is independent of variation in the gender of the employee. The one-time increase in effectiveness in implementing a

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succession plan can increase employee retention by 2.1 times as employee retention is independent of gender variation, revealing that the effectiveness of succession has the same implication for male and female staff working in the organization. The study also concluded that the position or role of an employee plays an important role in staff retention. The staff in higher or higher positions will likely work longer in the organization.

Recommendations

The organization belonging to the customer service industry needs to do the below task to improve employee retention.

- Need to prepare a proper succession plan for the career development of staff.
- Need to prepare a proper succession plan for the achievement of future objectives of the organization.
- Need to do further technological advancement
- Increase the effectiveness of planning.
- Perform team building Activities.

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