EFFECT OF KEY PERSONNEL MANAGEMENT PRACTICE ON CORPORATE SUSTAINABILITY OF QUOTED CONSTRUCTION FIRMS IN ABUJA, NIGERIA

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Abstract
This study examines the effect of key personnel management practice on corporate sustainability of quoted construction firms in Abuja, focusing on potential successors, top talent management, and replacement plans. Using a sample of 236 employees, achieving a 90.25% response rate with 213 completed surveys, from five (5) construction firms listed on the Nigeria Stock Exchange, the study investigates how key personnel management practices influence organizational sustainability. The findings revealed that there is significant positive relationship between key personnel management and Corporate Sustainability of Construction Firms in Abuja. The study concluded that maintenance of structured approach for identifying and developing successors for critical positions; prevent leadership gaps and ensure business longevity. It equally concluded that organizations with robust key personnel management approach, including early identification of potential successors, and effective top talents management practice, with efficient implementation of replacement plan initiatives, are better positioned to handle unexpected workforce changes without disrupting operations. Study recommends the adoption of formal talent management practices and sustained long-term development of key personnel by firms, to ensure leadership continuity and business sustainability. The study suggested the implementation of proactive replacement plan to mitigate risks associated with leadership gaps, and maintain competitive advantage as well as enhance firm's resilience.
Keywords*:* *Personnel Management, Corporate Sustainability, Potential Successors, Top Talent, Replacement Plan, Construction Firms.*

INTRODUCTION

In construction, firms face challenges such as leadership gaps and high turnover rates, which can impact their ability to sustain operations and maintain market position. Personnel management plays critical role in ensuring the sustainability and success of construction firms, particularly in a dynamic and competitive environment like Abuja, Federal Capital Territory, Nigeria. Effective management of human resources, including the identification of potential successors, nurturing of top talents, and execution of replacement plans, can significantly enhance corporate sustainability. According to Huseil et al. (2005) personnel management remains a strategic practice aimed at ensuring the right people are in the right roles, and are effectively managed to contribute to the long-term objectives of the organization. It involves identifying those who play key leadership roles or have a significant influence on decision-making processes within the organization. Acknowledging individuals with extensive institutional knowledge, industry expertise, or experience that is difficult to replace. Cappelli (2008) maintains that key personnel management is the proactive management of employees who are essential to achieving the organization's vision and goals, including succession planning, talent development, and retention strategies. Armstrong, (2012), hold that key personnel is a crucial aspect of human resource management that focuses on ensuring that individuals in key roles are effectively managed to drive the organization's strategic objectives.

Construction firms in Abuja face unique challenges, including high turnover rates, skill shortages, and the need for effective succession planning. Without strategic personnel management, these firms risk losing their competitive edge and experiencing disruptions in operations. This study investigates how personnel management strategies contribute to the corporate survival of construction firms.

The general objective of this study is to examine the effect of key personnel management on corporate sustainability of quoted construction firms in Abuja, Nigeria. The study aims to achieve the following specific objectives:

1. To evaluate the effect of grooming potential successors on the corporate sustainability of construction firms in Abuja.

2. To assess the effect of top talent management in sustaining competitive advantage of construction firms.
3. To examine the effect of succession planning in ensuring business continuity.

Based on the research objectives this study formulates three hypotheses which are in their null form.

$H0_1$: Identifying potential successors does not have positive effect on corporate sustainability of construction firms in Abuja.

$H0_2$: Managing top talent does not have significant effect on corporate sustainability of construction firms in Abuja.

$H0_3$: Replacement planning does not have positive effect on corporate sustainability of construction firms in Abuja.

LITERATURE REVIEW

Personnel Management

Brown and Maxwell-Cook (2024) stated that personnel management involves identifying, developing, and retaining essential employees who are critical to an organization's future, ensuring leadership continuity and sustained performance. In construction firms, it helps maintain a skilled workforce necessary for project execution and corporate sustainability. Construction Executive (2023), maintained that personnel management focuses on retaining and developing talent that is critical to the strategic goals of the organization. In construction firms, this strategy helps in managing knowledge transfer and maintaining operational efficiency, especially in complex projects. Smith and Williams (2023), noted that personnel management includes identifying crucial roles and personnel and implementing plans to ensure that these positions are filled with qualified and experienced individuals, thereby protecting the firm’s operational integrity and future growth, especially vital in the construction industry. According to Johnson (2023), personnel management as a succession strategy is designed to keep critical skills within the organization, ensure smooth leadership transitions, and support corporate sustainability. In construction firms, it helps mitigate the risk of skill gaps that can delay project delivery and impact corporate performance. Mayer (2021) believed key personnel management aim is to reduce business risks associated with leadership transitions by preparing internal candidates for future roles. This is crucial in construction, where the loss of key personnel can significantly impact project timelines and quality.

Concept Corporate sustainability

The Construction Industry Observatory (2023), referred to corporate sustainability as an organization's ability to maintain operations, adapt to market changes, and achieve long-term success, business continuity, survival, and competitive advantage. In construction, firms face challenges such as leadership gaps and high turnover rates, which can impact their ability to sustain operations and maintain market position. McKinsey and Company, (2022) linked corporate survival in the construction sector to a firm's capacity to manage leadership transitions, retain skilled workers, and continuously develop talent to meet project demands and maintain competitive advantage. According to Aerotek, (2022) for construction firms, corporate survival means overcoming challenges such as a lack of skilled personnel, high turnover, and leadership gaps, which are critical for ensuring the delivery of projects and sustaining the company's market presence. Also, CIOB, (2023), maintained that corporate survival entails the strategic management of human resources, including leadership development and employee retention, to address high turnover and skill shortages prevalent in the construction industry, while Business Leadership Journal, (2022), believes that in construction, corporate survival depends on the effective management of talent and leadership pipelines, addressing critical challenges like leadership gaps and high turnover, which can severely impact project delivery and overall firm performance.

Potential Successors

Potential successors are identified as individuals within an organization who are groomed for future leadership roles through a structured succession planning process. This involves evaluating employees based on their skills, performance, and leadership potential, ensuring a ready pool of candidates for key positions. In construction firms, the identification of potential successors is crucial due to the high stakes involved in project delivery and corporate performance (Russ 2023). According to McKinsey and Company, 2023, a potential successor is typically someone identified through succession planning as having the skills, aptitude, and commitment necessary for future leadership roles. This proactive approach helps mitigate risks associated with leadership transitions and ensures business continuity, especially in sectors like construction, where leadership gaps can critically impact operations.

Small Business Growth Partners, (2023) refers potential successor an employee who has been recognized as capable of filling leadership roles in the future. This process involves assessing current talent against the needs of future leadership positions, with a focus on development and mentorship. In the construction industry, identifying and grooming these individuals helps address challenges such as high turnover rates and leadership gaps. Russ (2023) refers to potential successors are key employees who have been earmarked for future leadership based on their performance, potential, and strategic fit within the organization. In construction, succession planning often involves a blend of internal training and external recruitment to maintain a pipeline of capable leaders who can drive long-term success.

Small Business Growth Partners, (2023) further stated that identifying potential successors involves a systematic process of talent evaluation, training, and career development aimed at preparing employees for leadership roles. This process is particularly vital in the construction industry, where skilled leaders are essential for project success and operational stability (Small Business Growth Partners, 2023). Potential successors are identified as individuals within the organization who demonstrate the skills and potential needed for future leadership roles. This identification process is part of a broader succession planning strategy, where companies work proactively to develop these candidates through training, mentorship, and strategic assignments. The goal is to minimize disruptions during leadership transitions and maintain business continuity (Helbling, 2022).

Talent Management

Talent Management refers to the strategic approach of attracting, developing, and retaining skilled employees who are crucial for the success of an organization, through employer branding, competitive compensation and benefit. Developing talent through training, personalized career pathing, leadership development, and skill gap analysis. Retaining top talents through engagement, recognition and awards, work-life balanced, and retention plans.

In construction firms, talent management focuses on maintaining a skilled workforce necessary for complex project delivery and overall corporate performance. Effective talent management helps improve employee engagement, productivity, and retention, which directly impacts organizational success (Rahilly et al 2024).

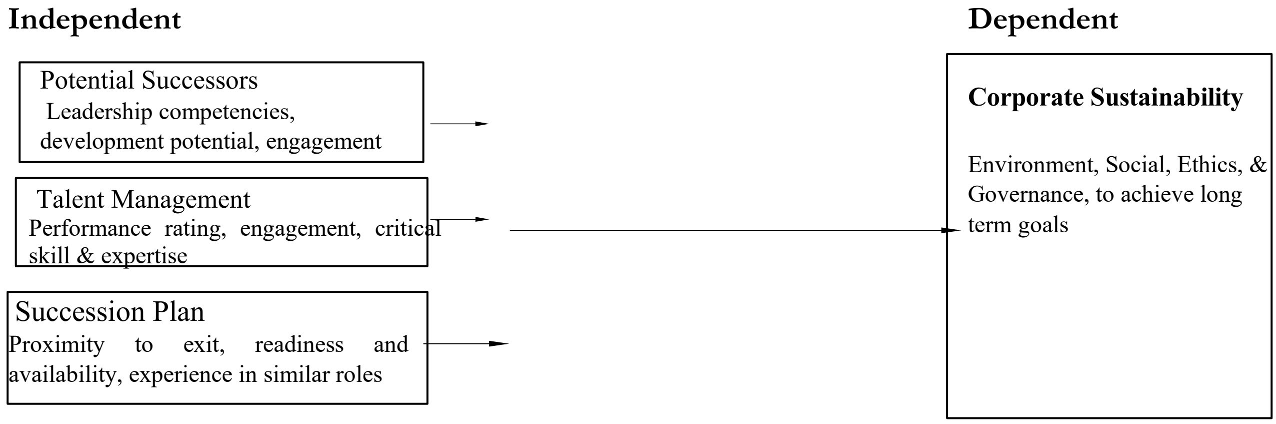
Sacolick (2024), view talent management to involve integrating technology and continuous learning opportunities to attract and retain key personnel. For construction firms, developing digital competencies and offering ongoing development programs are essential strategies for managing top talent, given the industry's cyclical nature and the need for adaptable, tech-savvy professionals. According to Weddle and Hancock (2023), managing top talent is critical as it aligns organizational strategies with workforce needs, promoting engagement and reducing turnover. In construction, where skilled personnel shortages can delay projects, managing talent effectively ensures continuity and enhances project outcomes.

McKinsey (2024) highlights that construction firms must actively manage top talent to maintain a competitive edge. This includes targeted talent acquisition, retention strategies, and aligning workforce skills with emerging industry demands, which are crucial for maintaining project timelines and quality standards. Weddle et al., (2024), believe that effective talent management within construction involves identifying high-potential employees early and providing pathways for career advancement. This approach not only fills leadership gaps but also ensures that projects are managed by qualified, experienced personnel, directly impacting the firm's long-term success (Weddle et al., 2024).

Succession Plan

According to Galaitsi et al (2021) replacement plan is a proactive strategy focused on identifying and grooming individuals to step into critical roles when key personnel leave, ensuring minimal disruption to business operations. It involves developing talent pools and cross-training employees for critical positions. Linkov and Trump, (2019) insisted that succession planning aims to safeguard business continuity by maintaining a pipeline of potential successors who are ready to fill vital roles. The strategy includes risk assessment, talent development, and systematic preparation for unplanned personnel changes.

Bostick et'al., (2018) believed that succession planning is the process of grooming potential successors for key positions to ensure business continuity. It emphasizes a proactive approach to talent management, focusing on training and development to mitigate the risks of sudden leadership changes. Continuity Insights, (2023) said that in succession planning, organizations establish a structured approach to prepare for critical talent loss by cross-training employees and developing robust talent pools. This strategy ensures that key roles are always covered, even during unexpected departures.
CPA Practice Advisor, (2022) viewed succession planning is a critical aspect of business continuity, emphasizing the need to anticipate and prepare for key personnel departures. It involves developing successors within the organization through structured training and assessment processes.



Empirical Review

Potential Successor and Corporate Sustainability

Ahmadi, et al (2023) carried out study on successor development in succession management: Insights from Iranian organizations. The study employed a mixed-methods approach, combining qualitative interviews with HR professionals and quantitative surveys of employees in Iranian organizations. The research highlighted that the development of potential successors is key to successful succession planning, and found that Organizations that invested in training and mentoring potential successors saw smoother transitions and less disruption during leadership changes. The authors concluded that effective development and identification of potential successors are essential in succession management to ensure organizational continuity.

Singh, et'al (2022), studied successor readiness: A key factor in talent and succession management. This study used a survey-based quantitative approach, collecting data from 120 large Indian companies with active succession plans. The study found that Successor readiness was found to be a critical factor in the effectiveness of succession management programs, and concluded that Firms that regularly assessed and groomed successors through leadership development programs demonstrated higher success rates in leadership transitions. Concluded that the study suggests that organizations should focus on continuous evaluation and development of potential successors to enhance the efficiency of succession management.
Bennett and Miles (2021), examined successor identification in family businesses. The study used case studies of family-owned businesses to examine how potential successors are identified and groomed within such firms. Data were gathered through interviews and archival records. The study found that effective identification and development of successors in family businesses reduced internal conflicts and ensured leadership continuity. The study also found that businesses that focused on formal succession planning processes were more likely to successfully transition leadership. It concluded that the authors

concluded that family-owned businesses must prioritize formal identification and development of successors to prevent leadership gaps and ensure business longevity.

Ding and Wu (2022) studied the impact of talent pools on the effectiveness of succession planning: Evidence from Chinese state-owned enterprises. This quantitative study used data from Chinese state-owned enterprises (SOEs) to explore the relationship between talent pools and succession management outcomes. Data were collected through organizational records and employee surveys. The study found that the use of talent pools, where potential successors are identified and developed systematically, was shown to significantly improve the effectiveness of succession planning in SOEs. And also found that talent pools allowed organizations to rapidly fill key leadership positions with prepared individuals. Concluded that the authors conclude that the use of talent pools for successor development is an effective strategy for improving succession outcomes, particularly in large organizations.

Kim and Park (2021), examined leadership succession planning and key personnel development in multinational corporations. The study used a comparative case study method, examining leadership succession planning practices in multinational corporations (MNCs) through interviews with senior executives and HR managers across five different industries. The study found that MNCs that integrated potential successor development into their broader talent management strategies saw greater success in leadership transitions. Key practices included international assignments, cross-functional training, and leadership coaching. Concluded that the authors concluded that a structured approach to developing potential successors within MNCs is critical for ensuring effective leadership succession and sustaining competitive advantage.

Talent Management and Corporate sustainability

Collings et'al (2022) carried out research on Global talent management and succession planning: Strategic integration for competitive advantage. This study conducted a systematic review of global talent management (GTM) practices, focusing on the integration of talent management and succession planning. The research found that organizations adopting integrated talent and succession management systems experienced better leadership transitions and higher employee retention. Key talent development practices such as mentoring, job rotations, and leadership training were critical in ensuring the readiness of successors. The authors concluded that global talent management, when aligned with succession planning, offers a strategic advantage by reducing leadership gaps and ensuring continuity in key roles.

Sonnenberg and Van (2021) conducted research on the role of talent management in leadership succession planning: A longitudinal study in Dutch firms. The study utilized a longitudinal survey of 20

Dutch firms, tracking their talent management and succession planning practices over five years. The study found that Talent management practices that included identifying high-potential employees and developing them through targeted programs significantly improved the succession planning process. It concluded that firms with robust talent pipelines had smoother transitions and higher levels of leadership preparedness. The research suggests that effective talent management plays a crucial role in leadership succession planning, emphasizing the need for long-term development of key personnel.

Stahl, et al (2022) examined talent management as a driver of firm performance: Evidence from multinational enterprises. This study used a mixed-methods approach, combining quantitative data from a survey of 100 multinational enterprises (MNEs) and qualitative interviews with HR leaders to examine talent management's impact on succession planning. The study found that companies with formalized talent management systems experienced enhanced firm performance due to improved succession outcomes. Leadership continuity and a strategic talent pipeline contributed to higher organizational resilience and competitiveness. The authors concluded that effective talent management can significantly improve succession planning processes, driving firm performance and long-term sustainability.

Ready et al (2021) studied building the talent pipeline: A key to effective succession management. This qualitative study involved case studies of 10 global companies, exploring how they manage their talent pipelines as a proxy for succession planning. Data were collected through interviews with senior leaders and HR executives. The study identified the importance of developing high-potential employees through structured talent development programs. Companies that consistently evaluated and nurtured their talent pipelines were better prepared for leadership transitions. The authors concluded that building a strong talent pipeline is critical for effective succession management and recommended that organizations invest in continuous talent development.

Vaiman et'al (2021) assessed talent management and succession planning in family-owned businesses: Challenges and opportunities. This study employed a comparative case study approach, analyzing talent management and succession planning practices in 15 family-owned businesses across Europe. The research revealed that talent management plays a crucial role in addressing the unique succession challenges faced by family businesses. Firms that integrated talent management with succession planning showed better leadership transitions and minimized conflicts during generational changes. The authors emphasized that family-owned businesses need to adopt formal talent management practices to ensure leadership continuity and business sustainability

Succession Planning and Corporate Sustainability

Risavy et al (2021) conducted an empirical study examining the effects of replacement planning on business sustainability. The study highlighted how developing talent pools and cross-training employees are essential strategies in preparing for the sudden departure of key personnel. The research emphasized the proactive nature of replacement planning in mitigating risks associated with leadership gaps and maintaining organizational stability. Kirk et al. (2023) explored replacement planning as a critical component of succession planning in organizations. The study found that effective replacement planning strategies, such as identifying high-potential employees early and systematically developing their skills, are vital for ensuring business continuity and leadership pipeline strength, particularly in high-risk sectors like construction. Tkachenko et'al. (2017) reviewed the role of replacement planning in managing workforce transitions. Their study identified key challenges, such as the lack of structured development programs and resistance to change, which hinder the effectiveness of replacement planning in organizations. The research also provided insights into best practices for fostering a culture of continuous learning and adaptability among potential successors.

Gill (2018) focused on the impact of replacement planning on corporate performance, examining case studies in the construction industry. The study concluded that organizations with robust replacement planning processes, including mentoring and leadership development initiatives, are better positioned to handle unexpected leadership changes without disrupting operations. Frederiksen and Kringelum (2021) analyzed various methodologies used in replacement planning and their effectiveness in ensuring a seamless transition of leadership roles. The research underscored the importance of aligning replacement planning with broader talent management strategies to maintain a steady flow of capable leaders, thereby supporting long-term organizational success.

Theoretical Framework

There are several theories such as Human Capital Theory, Resource Based theory, Agency theory, Institutional theory, Social Capital theory, Upper Echelon Theory, Leadership Continuity theory, Knowledge-based View, Organizational Ecology theory, Contingency theory, Path Goal theory, and Transformational Leadership theory, that explains the relationship between Succession Personnel Management as a strategy for corporate sustainability.

However, two theories underpinned this study, the Human Capital Theory, which emphasizes the value of investing in employees, and the Resource-Based View (RBV), which highlights the strategic role of personnel in achieving competitive advantage. They provide a more suitable theoretical explanation for the relationship between the variables of interest.

METHODOLOGY

The research adopted a descriptive survey method. Five (5) Construction Firms Quoted on the Nigeria Exchange Group in Abuja, Nigeria was selected for this study, with emphasis on their years in operation, capital base, and branches across Abuja. The Construction Companies included Julius Berger Nigeria Plc, Arbico Plc, Costain (West Africa) Plc, Cappa & D'Alberto Plc, and Roads Nigeria Plc. The research participants were staff at the selected construction firms, who are in the Human Resource (Personnel/Administration) Management Department comprising a total of 126 staff from the five (5) Construction Firms. A sample size of 96 was received, using the Bill Godden formula. Based on the population being finite. The study employed five-point Likert scale questionnaire adapted from the work of Lee and Leh (2011) and was administered manually to respondents. Copies of the questionnaire were distributed to 96 staff of the seven firms in, Abuja.

The questionnaire contained 20 items; (Corporate Sustainability-5, Potential Successor -5, Top Talent- 5 and Succession Plan-5). This questionnaire was subjected to validity and reliability tests using the Crombach Alpha, Average Variance (AVE), Convergent and Discriminant Validity, and results of the tests were reported accordingly. A proportionate stratified sampling approach, using Bowley's proportional formula, was used to choose respondents in each of the selected firms under investigation. Content validity of the instrument was conducted by three management experts from both the industry and academia. The instrument's reliability was tested using Cronbach alpha, which yielded a coefficient of 0.83, suggesting strong instrument consistency, and at a 5% probability threshold of significance. Lastly, the study used the Pearson's product-moment correlation to analyze the data.

Table 1 indicates that a total of 126 questionnaires were distributed using criterion sampling to focus only on human resource management staff of the selected construction firms who have experience and exposure in personnel management as follows: 39 were distributed to Julius Berger Nigeria PLC and 37 were returned; 19 were distributed to Arbico Plc and 18 were returned; 14 were distributed to Costain West Africa and 14 were returned; 12 were distributed to Cappa & D'Alberto Plc and 11 were returned; and 12 were distributed to Roads Nigeria Plc and 12 were returned.

Table 1. Questionnaire distribution and return.

S/N	Department	No. of staff	No. of Returned and valid questionnaire A	No of unreturned questionnaire B	No. of questionnaire distributed C (A+B)	Percentage of returned and valid questionnaire
1	Julius Berger Nigeria Plc	36	37	2	39	94.87%
2	Arbico Plc	25	18	1	19	94.73%
3	Costain (West Africa) Plc	15	14	0	14	100%
4	Cappa & D'Alberto Plc	30	11	1	12	91.66%
5	Roads Nigeria Plc	20	12	0	12	100%
	Total	126	92	4	96	95.83%

Source: Authors Computation 2024.

The study applied multiple regression analysis to assess causal relationship between the independent variables of Personnel Management and Corporate Sustainability. The Model is depicted below:

Model Specification

The model for the study is specified thus: $CS_{it} = bo + \beta_1 PSit + \beta_2 TT_{it} + \beta_3 SP_{3it}\ e_i$………............................ (i)

Where;

CS= Corporate Sustainability, PS = Potential Successor, TT = Top Talent, SP = Succession Plan

$\beta 0$ = intercept/constant term; $\beta 1$, $\beta 2$, $\beta 3$ = coefficients of determination; U_{it} = error term

Tests of Significance

Whereby Y is the dependent variable, β0 is the regression constant or Y intercept β1…. B3 are the coefficients of the regression model. Coefficient of determination was used to establish whether the model is a good predictor. The test of significance is the ANOVA test.

RESULTS AND DISCUSSION

Descriptive Statistics

A descriptive statistic explains the behavior of data used for any study. For the purpose of this study, the behavior of the primary data collected from the sampled respondents expressed in mean, standard deviation, minimum and maximum is presented and explained below.

Table 2: Descriptive Statistics

Questions	MEAN	STD. DEV.	MIN.	MAX
Corporate Sustainability (CS)	2.5712	1.0905	1	5
Potential Successor (PS)	2.4796	1.0372	1	5
Top Talent Management (TTM)	2.7384	1.1487	1	5
Succession Plan (SP)	2.7567	1.2167	1	5

Source: STATA OUTPUT, 2024

Table 2 show the responses of respondents as indicated in the descriptive statistics. The results show the level of agreement and disagreements with the indices of Corporate Sustainability. The result reveals a mean of 2.5712 and a standard deviation of 1.0905. The result provided the evidence to signal that respondents were almost equally divided in their opinion on the assertions raised on Corporate Sustainability.

As seen from table 2, Potential Successor as personnel management strategy has a cumulative mean of 2.4796 with a corresponding standard deviation of 1.0372 which shows that the respondents had a negative opinion concerning the questions raised about Potential Successors as a strategy for enhanced Corporate Sustainability.

It was also, found that Top Talent Management have a mean of 2.7384 and a standard deviation of 1.1487 which also, indicate that most of the respondents show a positive view on the assertions concerning Top Talent Management for long term development of personnel to enhanced corporate sustainability.

The study also, elicited the opinion of respondents on the issues regarding Succession Plan in ensuring continuity for increased corporate sustainability. In this circumstance, the outcome depicted an average of 2.7567 and a corresponding standard deviation of 1.2167 which clearly showed a certain level of agreement with succession plan developed by companies as continuity strategy for increased corporate sustainability.

Regression Diagnostic Tests

Correlation Coefficient Matrix

A correlation matrix is a statistical technique used in determining the relationship between the dependent and independent variables of the study. The table below showed the Pearson correlation coefficients between all combinations of dependent and independent variables.

Table 3: Correlation Matrix of the Independent and Dependent Variables

Variables	CS	PS	TM	SP
CS	1.000			
PS	0.0590	1.000		
TM	0.1993	-0.1350	1.000	
SP	-0.0235	0.1066	0.1539	1.000

Source: STATA output, 2024.

Table 3 showed the correlation between the dependent variable, Corporate Sustainability and the independent variables, PS, TM and SP on the one hand, and equally among the independent variable themselves on the other hand. Generally, high correlation is expected between dependent and independent variables while low correlation is expected among independent variables. According to Gujarati (2004), a correlation coefficient between two independent variables ranging up to 0.80 (80%) is considered excessive and thus certain measures are required to correct that anomaly in the data. From Table 3, it can be seen that all the correlation coefficients among the independent variables are below 0.80. This points to the absence of possible Multicollinearity though the Value Inflation Factor (VIF) and Tolerance Value (TV) test is still required to confirm the assumption. Specifically, the table revealed a positive correlation between the dependent variable of corporate sustainability and the explanatory variables of PS, TM and SP with coefficients of 0.0590, 0.1999 and 0.0235 respectively. This implies that the three explanatory variables influence corporate sustainability.

Multicollinearity Test

Multicollinearity is a statistical situation where some independent variables in a multiple regression model are highly auto-correlated. When multicollinearity occurs, the correlated predictors provide redundant information about the responses (Lauridsen & Mur, 2005). It is therefore, imperative to undertake a multicollinearity test to help reduce the variables that measure the similar things (Robert, 2007). According to O'Brien (2007), the Variance Inflation Factor (VIF) measures the impact of collinearity among the variables in a regression model. Values of VIF that exceed 10 are often regarded as indicating multicollinearity problem.

Table 4.4 Variance Inflation Factor Measure of Multicollinearity Test

Variable	VIF	1/VIF
PS	1.26	0.790524
TM	1.21	0.827585
SP	1.13	0.887705
MEAN VIF	1.17	
Source: Regression Result Using STATA, 2024.		

Table 4. Showed that VIF and tolerance value for all the variables had mean VIF of less than 10 and tolerance of higher than 0.05 implying therefore, that there was no multicollinearity among the independent variables.

Homoscedacity Test for Corporate Sustainability

Homoscedascity means that the previous error terms influence other error terms and hence violating the statistical assumption that the error terms have a constant variance. But, Homoscedascity suggests that the dependent variable has an equal level of variability for each of the values of the independent variables (Garson, 2012). A test for homoscedascity is made to test for variance in residuals in the regression model used. If there exists equal variance of the error terms, we have a normal distribution. Lack of an equal level of variability for each value of the independent variables is known as heteroscedasticity, the Breusch-pagan test developed by Breusch and pagan (1979) was used to test for homogeneity in a linear regression mode. The rule is that if p-value is greater than 0.05, Ho is accepted and H_1 is rejected, if the p-value is less than 0.05, Ho is rejected and H_1 is accepted.

Test for Heteroscedasticity in the response and residuals.

1.003	3	0.2080
Test – Statistics	Df	Sig

The result of the test shown above indicate that the test statistic is 1.003 p-value = 0.2080. Since the p-value is greater than 0.05. The null hypothesis was accepted and concluded that the data is homoscedascity in nature (that is, the data is not heterogeneous in variance), which satisfies the assumption of regression.

Regression

The data collected was subjected to statistical analysis using multiple regression technique. Also, the hypotheses formulated were tested in an effort to ascertain the causality between the individual explanatory variables with the dependent variable. Below, is the table showing the statistical output generated from STATA version 13.

Table 5 Regression Result

Variables	Statistics	p-values	
R Square	0.9269		
Adj. R square	0.9258		
F. statistics	890.22	0.000	

	Variables	Coefficient	t-Statistics	P-Value	Decision
Ho1	Potential Successors	0.1335198	0.817	0.039	Rejected
Ho2	Talent Mangt	0.3297243	0.538	0.000	Rejected
Ho3	Succession Plan	0.133175	0.053	0.037	Rejected

Source: STATA Output, 2024

This section analyses and presents the regression results of the model of the study. The result of the linear regression in table 5 indicated R-squared=0.9269. The R-squared value of 0.9269, gives an indication that there is a strong linear relationship between the dependent and independent variables. The R-squared indicated that the explanatory power of the independent variables is 93%. This means that about 93% of the level of Corporate Sustainability of selected construction companies in the study area can be explained by the independent variables while the remaining 7% is explained by variables not included in the model. The adjusted R-squared which is slightly lower than the R-squared value is a precise indicator of the strength of the relationship between the dependent and the independent variables because is sensitive to the addition of irrelevant variables.

The table 5 also showed the model is fitted as indicated by the F-Statistics of 890.22 which is significant at 1% level of significance (as evidenced by the p-value of 0.0000).

Hypothesis One

$H0_1$ Potential Successors have no Significant Effect on Corporate Sustainability of Construction Companies in Abuja.

The result from the table 5 showed Potential Successors have a coefficient of 0.1335198 and a p-value of 0.0039. Based on the p-value which is less than the t-statistic of 0.05, the study therefore rejects the null hypothesis which states that, grooming Potential Successors; such as leadership competencies, development potential, and engagement & commitment have no significant effect on Corporate Sustainability of Construction Firms in Abuja. This implies that Potential Successors exerts significant influence on organizational productivity as seen in the case of the selected Construction Firms in Abuja.

Hypothesis Two

$H0_2$ Talent Management have no Significant Effect on Corporate Sustainability of Construction Companies in Abuja.

From the table 5 Talent Management have a coefficient of 0.6297243 and p-value of 0.0000. Based on this finding which is evidenced by a p-value of 0.0000 we reject the null hypothesis which states that Talent Management; such as performance rating, leadership potential, critical skills & expert, and engagement & commitment, have no significant effect on Corporate Sustainability. This means that Top Talent Management could be used as a strategy for improving corporate sustainability in Nigeria, evidenced from Construction Firms in Abuja.

Hypothesis Three

$H0_3$ Succession Plan have no Significant Effect on Corporate Sustainability

The result in the table above showed a coefficient of 0.133175 and a p-value of 0.037. Considering the p-value which is greater than the t-statistics 0.05, the study rejects the null hypothesis which states that

Succession Plan have no significant effect on Corporate Sustainability. This infers that Succession Plan such as current performance, experience in similar job, proximity to exit, and readiness & availability, have significant influence on Corporate Sustainability in the area covered by the study.

Discussion of Findings

Potential Successors and Corporate Sustainability

The first objective of the study is to assess the impact of Potential Successors on Corporate Sustainability of Construction Firms in Abuja. The hypothesis stated that there is no significant positive relationship between Potential Successors and Corporate Sustainability of Construction Firms in Abuja. The result of the study using multiple regression analysis indicated that grooming Potential Successors that have shown leadership competence, development potential, engagement & commitment to the firm, have significant effect on Corporate Sustainability in the area covered by the study. Most of the staff (respondents) agreed with the assertion that Potential successors demonstrate the necessary leadership competencies to effectively guide teams and the organization, the organization actively supports the development potential of identified successors through targeted training and mentorship, that Potential successors show high level of engagement and commitment to the organization's long-term goals, as well as strong problem-solving and decision-making skills, essential for leadership roles. The organization regularly reviews and updates the development plans for potential successors to ensure they are prepared for future leadership roles. This outcome also supports the Human Resource Based theory which is one of the theories highlighted in this work, and also in line with the findings of Singh, et'al (2022), Ahmadi, et'al (2023), Ding, and Wu (2022), Ding, and Wu (2022), and Kim, and Park (2021).

Talent Management and Corporate Sustainability

The study also, evaluate role of Top Talent Management on Corporate Sustainability of Construction Firms in Abuja. The hypothesis tested states that there is no significant positive relationship between Talent Management and Corporate Sustainability of Construction Firms in Abuja. The result of the regression shows that Top Talent Management exert significant influence on Corporate Sustainability in the area covered by the study. The impact of this result is that Top talents consistently receive high performance ratings based on clear and objective criteria, demonstrates high level of engagement and commitment to their work and the organization's goals, and are recognized for possessing critical skills or expertise essential for the organization's success. The result also, underscore the relevance of Top Talent management such as the use of performance ratings effectively to groom and promote top talent, as well as actively investing in developing the critical skills and expertise of top talents to meet future organizational needs. This out outcome supports the Resource Based View Theory which is one of the core theories underpinning this work and consistent with finding of Collings, et'al (2022), Sonnenberg, and Van (2021), Stahl, et'al (2022), Ready, et'al (2021), and Vaiman, et'al (2021).

Succession Plan and Corporate Sustainability

The study also, determines the effect of Succession Plan on Corporate Sustainability of Construction Firms in Abuja. The hypothesis in this situation states that there is no significant positive relationship between Succession Plan and Corporate Sustainability of Construction Firms in Abuja with evidence from area of study. In this case the result indicated that Succession Plan have significant influence on the Corporate Survival in the area covered by the study. This is evidenced by a large proportion of the respondents who strongly agreed that the firms grooms potential successors for key positions based on the expected retirement or exit of current leadership, Potential successors are adequately prepared and available to assume leadership roles when necessary, groomed successors have sufficient experience in similar roles to transit smoothly into leadership positions, the organizations regularly reviews and updates its succession plans based on the proximity of top leaders to their exit or retirement, and ensures that potential successors are readily available for immediate or short-term transitions in leadership. This finding support the Resource Based theory and also in line with findings of Risavy et'al. (2021), Kirk et al. (2023), Tkachenko et'al. (2017), Gill (2018), and Frederiksen and Kringelum (2021).

CONCLUSION AND RECOMMENDATIONS

The study examines personnel management and corporate sustainability of construction firms in Abuja. Based on the findings of this study, there is statistical evidence to conclude that groomed successors, top talent management, and succession plan have significant positive influence on corporate sustainability in the area covered by the study.

Based on the findings and conclusions, the study recommends that firms should:

i. encourage structured approach for identifying, grooming and developing successors into critical positions, to prevent leadership gaps and ensure business longevity;
ii. adopt formal talent management practices, and sustain long-term development of key personnel to ensure leadership continuity and business sustainability; and
iii. implement proactive succession plans to mitigate risks associated with leadership gaps and maintain organizational stability.

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QUESTIONNAIRE

Section C: Key Personnel Management and Corporate Sustainability of Construction Firm

S/N	Statement	SA	A	U	D	SD
1	**Corporate Sustainability**					
CS1	Our company focuses on long-term stability, not just short-term					
CS2	Sustainable practices are integrated into the firms business strategy					
CS3	Innovation for sustainability is a key business objective					
CS4	Employee well-being and work-life balance are prioritized					
CS5	The firm ensures fair labor practices across all levels					
2	**Potential Successor**					
PS 1	Potential successors demonstrate the necessary leadership competencies to effectively guide teams and the organization.					
PS 2	The organization actively supports the grooming potential successors through targeted training and mentorship.					
PS 3	Potential successors show a high level of engagement and commitment to the organization's long-term goals.					
PS 4	Groomed successors possess strong problem-solving and decision-making skills, essential for leadership roles.					
PS 5	The organization regularly reviews and updates the development plans for potential successors to ensure they are prepared for future leadership roles.					
3	**Talent Management**					
TM 1	Top talent in the organization consistently receives high performance ratings based on clear and objective criteria.					
TM 2	Top talent in the organization demonstrates a high level of engagement and commitment to their work and the organization's goals.					
TM 3	Top talent is recognized for possessing critical skills and expertise that are essential for the organization's success					
TM 4	The organization uses performance ratings effectively to identify and promote top talent					
TM 5	The organization actively invests in developing the critical skills and expertise of top talent to meet future organizational needs					
4	**Succession Plan**					
RP 1	The organization has groomed successors for key positions based on the expected retirement or exit of current leadership					
RP 2	Potential successors are adequately prepared and available to assume leadership roles when necessary					
RP 3	groomed successors have sufficient experience in similar roles to transition smoothly into leadership positions					
RP 4	The organization regularly reviews and updates its succession plans based on the proximity of top leaders to their exit or retirement					
RP 5	The organization ensures that potential successors are readily available for immediate or short-term transitions in leadership					