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Human resource strategies for effective succession planning in the public sector in Kenya.

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HUMAN RESOURCE STRATEGIES FOR EFFECTIVE SUCCESSION PLANNING IN THE PUBLIC SECTOR IN KENYA

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DECLARATION

I declare that this work is my contribution and has not been previously submitted for a degree award anywhere else. To the best of my knowledge and belief, the dissertation contains no material previously published or written by another person except where due reference is made in the dissertation itself.
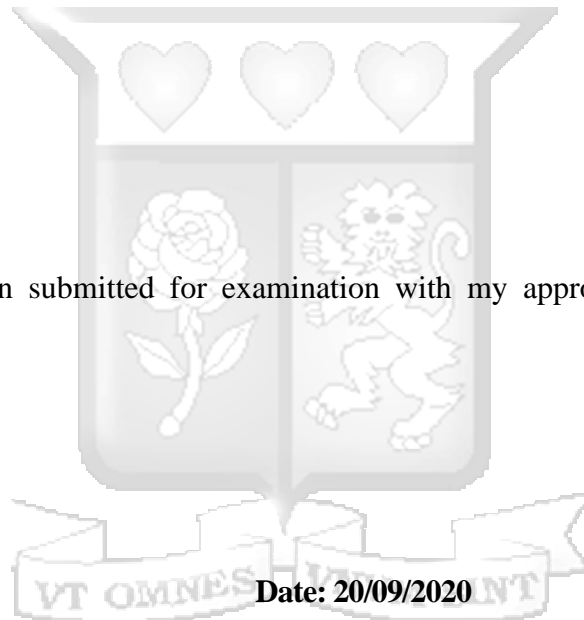
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The research has been submitted for examination with my approval as the University Supervisor.

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ABSTRACT

Human resource strategies and succession planning have attracted significant interest among scholars. Research reveals the insufficient quality and lack of effective planning in the management of human resources in departments. Human resource strategies and succession planning are crucial for sustainability, steady performance, and competitive advantage by the public sector. This research aimed at studying human resource management strategies in the public sector and their impact on succession planning. The researcher evaluated recruitment, training, and development, performance, and rewards management. Adopted theories to guide the research were the Theory of Planned Behavior and Organizational Learning Theory. The adopted research design was descriptive. One hundred ninety-eight participants participated in the study out of a sample population of 216. The study participants were selected using stratified random sampling and comprised of human resources professionals and heads of departments drawn from government ministries and state departments. Data collection was by use of self-administered questionnaires. Data were analyzed using Statistical Packages for Social Sciences (SPSS). Descriptive statistics were used to present the data in a meaningful way, and inferential statistics used to establish the relationship between the study variables. Study findings indicated that of the four human resources strategies, recruitment was the most impactful to effective succession planning, followed by performance management, rewards management, and lastly, development, and training. The researcher recommends an investigation by the government ministries and state departments as to why training and development have the least impact on effective succession planning. Further areas of study include a study on employee performance management's contribution to enhancing employee output and effective succession planning.

Keywords: Human resource strategies, recruitment, training and development, performance management, rewards management, succession planning

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DEFINITION OF KEY TERMS

Effective: Producing the desired or intended result, and is successful (Rothwell, 2010).

Human Resource: Department within an organization whose responsibilities Include attracting and training employees, conflict Resolution and organizing and helping with benefits (Trepanier & Crenshaw, 2013). For this study, the Department responsible for implementing the different Human resource strategies.

Public Sector: The part of the economy of a country that is owned and controlled by the government, for this research, the Government of Kenya (GOK, 2017).

Strategy: The long-range direction of an organization (Johnson, Whittington, Scholes, Angwin, & Regner, 2017). For this research, the linkage between current human research strategies and future implications

Succession Planning: The procedure of training and developing employees in an institution or entity to ensure a constant supply of staff ready to replace a senior manager who leaves, in this case, human resource initiatives (Rothwell, 2010).

ABBREVIATIONS AND ACRONYMS

CARPS   Capacity Assessment and Rationalization of the Public Service

FY   Financial Year

HR   Human Resources

IFMIS   Integrated Financial Management Information System

KNBS   Kenya National Bureau of Statistics

MDAs   Ministries Departments and Agencies

NGOs   Non-Governmental Organizations

OCOB   Office of Controller of Budget

OECD   Organization for Economic Co-operation and Development

PE   Personnel Emoluments

PSC   Public Service Commission

PSO   Public Sector Organization

SME   Small and Medium Enterprises

TSC   Teachers Service Commission

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DEDICATION

To everyone that made the journey less daunting, my cheerleaders.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Globalization and the increased level of competition have made it mandatory for human resource managers to critically assess how best to improve human capital in organizations (Mathew, 2015). For organizations to survive in the ever-changing and competitive environment, they have to value their available resources (Opute, 2010). One of these resources of an organization is its employees. One way of caring and valuing employees in organizations today is through succession planning. Global business trends are ever-changing and dynamic (Ali & Mehreen, 2019). To continue offering services, organizations, especially in public and not for profit sectors today, are forced to adopt succession planning to develop and match the employees' skillset with the changing environment (Gothard & Austin, 2013).

Demographics within the public sector globally are changing, where an aging workforce characterizes the majority with potential staffing gaps and breakdown in service delivery (Armstrong-Stassen & Templer, 2005). Other than an aging workforce, the number of people joining public service is also shrinking. The younger generation does not share the same motivations and work characteristics as the older civil servants (Fredericksen, 2010). The implication of the situation, coupled with the non-preparation by governments for succession through leadership development and staff promotion, includes brain drain, lost organizational memory due to non-transfer of knowledge, and ultimately failed succession (Kochanowski, 2011).

In Kenya, succession planning is becoming a big concern given the looming workforce deficit in the public sector, which has been occasioned by an aging workforce, staffing gaps, skills mismatch, and high staff turnover (GOK, 2017). This conversation has also extended beyond the public sector, also to include other non-governmental organizations, the result being the need to adopt a strategic perspective on workforce planning, as explained by (Odhiambo, Njanja, & Zakayo, 2014). In a study carried out in Sub-Saharan Africa by Dewah and Mutula (2016), governments are beginning to take steps towards institutionalization and promotion of knowledge management in the public sector by implementing e-government initiatives, including human resource systems. The aim is to

assist in coming up with knowledge management policies, enhancing efficiency, service delivery, and addressing succession concerns within the public sector.

Moreover, Madichie and Nyakongo (2016), found that majority of the staff within the Kenyan public sector were aged, necessitating an extension of the retirement age from 55 to 60 years by the government to allow for knowledge transfer and adoption of strategic human resource planning. The proposed human resource strategies include recruitment, training, retention, monitoring, and evaluation, creating an organizational learning culture (Madichie & Nyakang'o, 2016). There is then the need to deliberately link human resource strategies to succession by governments through embracing leadership development, mentoring, workforce planning, and managing talent for effective succession planning (Groves, 2010; Kochanowski, 2011).

1.1.1 Human Resource Strategies

As elucidated by Armstrong (2011), human resource strategy is all decisions and actions by management linked to its strategic goals and impact the relationship between the institution and its employees. A strategy for an organization is the organization's enduring direction (Johnson, Whittington, Scholes, Angwin, & Regner, 2017). Further, when linked to people and skills and succession planning, key considerations will include recruitment, training and development, work structuring, rewards, relationships, and promotion (Gupta, 2018).

Goodman, French, and Battaglio (2015), within a United States Local Government context, posit that strategic human resource planning entails having human resource personnel help an institution with its future human resource needs. These range from longer-term focused recruiting and retention of staff, development, and training, retirement, and succession. Peters (2011) argues that the absence of a strategy for human resource planning results in failed succession. Rao (2016) identifies engagement practices (empowerment and role variation), technical training and mentoring, leadership development (succession planning), generous rewards, appraisals for growth as some of the strategies.

A study on human resources strategic planning by Nemfakos et al. (2013) showed that the strategic element integrates human resource planning and the overall organizational strategic plan. Further, it entails a five-step process that begins with a strategic assessment, the gathering and analysis of demand and supply data, development of gap closure strategies, action plans development and implementation, and lastly, an assessment of the success of the approach adopted (Steiner, 2010).

Globalization, changing work dynamics, and an aging workforce have led governments to relook their human resource strategies leading to the adoption of the whole range of human resource practices aligned with the goals of the respective public sectors (Lim, Wang, & Lee, 2017). They include recruitment, training, appraisal, and reward. However, some governments have adopted limited recruitment, training, and leadership development strategies while, leaving out others (Larat, 2017). Although the government's individual situation may guide this, there are challenges that range from bureaucratic leadership styles, budgetary constraints, and lack of management commitment (Armstrong-Stassen & Templer, 2005; Dewah & Mutula, 2016).

Fredericksen (2010) proposes that organizations need to move beyond traditional processes and procedures of managing human resources to manage succession. The argument is to relook the analysis and classification of human resource needs, compensation packaging, recruitment, selection, retention, and performance management (Fredericksen, 2010). The result being strategic tailoring to accommodate the changing circumstances of embracing a diverse workforce, which aids in staff recruitment and retention. Well-designed jobs can accommodate the changing work environment and a diversified workforce and consequently improve the recruitment experience and raise retention levels (Armstrong, 2016). A restructuring of the classification and compensation management practices is also an essential process (Armstrong, 2011).

The public sector experiences challenges when dealing with human resources, including recruitment, retention, competing with the private sector, morale and motivation, leadership, and succession (Perlman, 2010). Perlman (2010) further proposes focusing on employee branding and employee development in response to the challenges. This viewpoint is supported by Reeves (2010), who explains the role of mentorship in developing future leaders. For sustainability, Gupta (2018) argues that organizations need to consider the rewarding of human resources, financially or non-financial.

As organizations globally continue to grapple with changing business environments as espoused by Mathew (2015), there is apprehension about the lack of leadership ability, hence developing leaders through managing talents for succession. Lack of leadership development may lead to non-identification of leadership potential, workers' shortage, and risk of knowledge and experience loss. In a study on public sector succession, Schall (1997) argues that succession in the public sector experiences barriers due to the reluctance by

leaders to embrace the succession charge, assuming that succession is beyond their realm, being confused on how to structure succession and the lack of knowing how to go about it.

As identified by Peters-Hawkins, Reed, and Kingsberry (2018), leadership succession planning is that it has to be an intentional process when undertaken to ensure a smooth change as leaders join and leave the organization. For succession to be effective, there is a need to manage knowledge and experience, make cost savings for the organization, reduce staff turnover, provide learning opportunities to employees and inform them of job openings, a situation missing in the public sector (GOK, 2015). Further, Hall-Ellis (2015) encourages the integration of leadership development with succession planning and proposes that it should begin with the leader, recognizing that the responsibility of choosing a successor lies with them. The leadership will then carry out an audit of current talent and incorporate it into the annual performance appraisal and consequently initiate programs relevant to developing identified staff (Hall-Ellis, 2015).

As stated in the Human Resource Strategy Framework for the Public Service, GOK (2017), human resource strategy aligns an institution's practices for human resourcing to the overall judicious goals. Further, it is preceded by human resource planning, which ensures that the most qualified staff, possessing the appropriate competencies and skills, are always at the ideal place. Odhiambo, Njanja, and Zakayo (2014) identified human resource management strategies key to succession planning as being recruitment, being trained and developed, performance, talent, and reward management. The process begins with the acquisition, development, and deployment of human resources in response to business needs ranging from competitiveness, service delivery, and succession (Bamberger, Biron, & Meshoulam, 2014).

Organizations are now required to adopt human resource management as a strategy due to new forms of employment and tight budgets necessitating modifications in the way recruitment, selection, training, appraising, rewarding, among other human resource practices, are viewed (Agarwala, 2002). However, some organizations choose to adopt some human resources practices over others while targeting specific cadres of employees, which may be detrimental in the long run (Sablok, Stanton, Bartram, Burgess, & Boyle, 2017).

1.1.2 Succession Planning

As put forth by Rothwell (2010), succession planning is how organizations identify crucial management positions. Rothwell further explains that it starts from lower-level management, supervisor and project manager, and extends to the entity's topmost level. Management succession planning enables the flexible lateral movement of staff (Huang, 2001). It ensures that individuals achieve greater seniority, broadening individual management skills and more generalizations about the total organizational objectives moving away from departmental goals focus. Trepanier and Crenshaw (2013) explained that planning for succession can be a proactive business strategy and help in the identification and in-house development of candidates to assume leadership roles at a later date.

According to Reeves (2010), success planning involves a systematic and integrated approach used in identifying, developing, and retaining workers as per the projected and current objectives in an organization. Mentorship programs, training, recruitment and selection programs, and job rotation, together with retirement preparation, are some of the ways available to an organization (Zepeda, Bengtson, & Parylo, 2012). However, Ahmad, Mohamed, and Abdul (2017) argue that this is only achievable if there is leader's commitment.

Succession planning has also been defined as a systematic process involving identifying, assessing, and developing organizational leadership for performance enhancement (Madichie & Nyakang'o, 2016). It should not be a disjointed initiative but coordinated in a way that guarantees employment of required personnel, their training and development to fill critical positions (Nemfakos, et al., 2013).

Effectiveness in succession planning requires an organization to assess how best it has been implemented and the challenges encountered during the process while linking humans resource practices to succession as a well thought and coordinated process (Fredericksen, 2010). When effectively put in place, it can help an organization sustain its operations and gain a competitive edge. Succession planning facilitates competency and expertise development that are vital resources, thus, allowing to create leadership continuity, inbuilt talent, and ensuring that there is no fear of loss of valuable institutional memory (Rothwell, 2010).

Succession planning ensures a constant supply of skills set within an organization. These skills are required by an organization to attain established goals and objectives. Peters

(2011) argues that any organization that does not proactively put in place effective strategy for succession planning is likely to fail based on an inadequate supply of skills and expertise. Effective succession ensures that minimal disruption and dislocation arise from staff changes guaranteeing organizational objectives achievement and continuity (Huang, 2001).

Kiptoo, Kiplangat, and Kidombo (2016) posited that succession planning provides the organization with an in-house pool of replacements while retaining key talents required in an institution's operations. It helps an organization to prepare for its employees for future constraints. Succession planning allows employees to develop and grow by providing career opportunities that are challenging and growth-oriented (Odhiambo et al., 2014). Succession planning results in timely and critical knowledge transfer within an organization, maintaining valuable workers while lowering the costs of recruiting and hiring new talents in the organization (Gupta, 2018).

Studies have indicated that succession planning, on its own, rarely looks far ahead at how the size of the human resource population may need to change in the future (Armstrong, 2011). In itself, identifying a successor does not constitute a severe audit of supply in the future. It tends to underline the current surpluses and shortages in terms of skills and numbers. However, human resource strategies can help to reveal gaps that are likely as a result of the interaction between future retirement, current demography, and natural wastage (Armstrong, 2016). Moreover, it assists in establishing how far ahead succession planning should try to look.

Another way of looking at the relations between human resource strategies and succession is recognizing that the same people do both (Perlman, 2010). This can be a powerful means of creating a strong linkage between the two elements. Human resource professionals work closely with executives and may be able to change their mindset to embrace talent management, developing a deeper understanding of the need to adopt human resources strategies that are beneficial and relevant to public sector institutions (Perlman, 2016).

Management may be confronted with the first-hand experience in situations where there are posts to be filled. Yet, particular skills are deficient due to the failure or inability to retain top talent (Peters, 2011). This kind of deficit can lead to delays in projects or under-resourced projects, low productivity, or a system breakdown. An encounter with these actual links between the development of essential staff members and their ability to move

institutions forward would enable management to see the linkage between succession and the organization's overall objectives (Pandey & Sharma, 2014).

1.1.3 Kenyan Public Sector

Public sector organizations are owned and controlled by governments to provide basic and essential services to its citizens. Depending on the jurisdiction and level of operation, they may be referred to as federal or state, municipal, national, local governments, or county governments (Dewah & Mutula, 2016). They are characterized by bureaucratic structures and sometimes face conflicts as they serve diverse stakeholders (Glennon, Hodgkinson, & Knowles, 2019). Like in other countries, public sector employees are civil servants, the disciplined forces, and county government staff (Balisi, 2014). Over time, the public sector across the globe has been characterized by an aging workforce leading to leadership and succession gaps (Boon & Verhoest, 2018; Dewah & Mutula, 2016; GOK, 2017)

The Kenyan public sector includes the central government, also known as the national government, with three independent arms: legislature, executive, and the judiciary. The local government comprises 47 county governments, development partners, and state corporations. That is, all government-owned, managed, and controlled entities. The ministries of Kenya run the government. The Kenyan public sector exists to provide those services and goods to citizens not offered by the private sector, or if they were to, it would not be efficiently. The government's human resource matters are under the Public sector Commission (PSC), mandated by the 2010 Constitution to develop public servants in Kenya (GOK, 2013).

Succession planning is pertinent in the public sector in Kenya. Estimates indicate that 58% of the overall workforce in the public sector is aged 35 years and above. Further, a Human Resource Audit sanctioned by the National and County Governments in 2014/15, under the Capacity Assessment and Rationalization of the Public sector (CARPS) Programme, revealed that the service had an aging workforce. 31% of personnel in the National and County Governments level were in the age category of 50 to 59 years, while 30% were between 40 and 49 years (GOK, 2015).

The Audit outcomes are corroborated by data from the December 2016 payroll, which showed that 35% of National Government employees are in the age bracket 51- 60 years while 53% are above 46 years, with most of them being in Job Group 'P' and above (GOK, 2017). In 2017, through the Human Resource Planning and Succession Management

Strategy for the Public Sector policy document, it was revealed that 40% of staff in several Ministries were above 50 years (GOK, 2017). This age is a worrying trend, and it requires careful planning to develop skilled employees who shall take up these roles when most employees exit from the service.

1.2 Problem Definition

Succession planning has been a central strategic activity for monarchies, dictatorships, modern democracies, and governments back from the beginning of human societies and institutions (Reeves, 2010). The reason is that people leading the different organizational structures will exit at a given time (Groves, 2007; 2010). A gap may then exist where the designated successor may not be appropriately trained and ready to assume power when the need arises (Rothwell, 2010). The Covid-19 Pandemic has escalated the seriousness of succession planning within the Kenyan public service. A majority of the public servants have been pushed to hibernation due to age, disrupting services' delivery (Omondi, 2020). Consequently, measuring productivity has been difficult due to the low technological know-how and limited internet use.

Lim, Wang, and Lee (2017) argue that the non-alignment of human resource strategies (reward, training, appraisal, and recruitment) with public organizations' strategic goals results in succession gaps. Further, studies propose that the approach should be from a planned behavior perspective for succession to be effective (Sharma, Chrisman, & Chua, 2004). Additionally, Jarvalt and Randma-Liiv (2010) argue that the existence of a decentralized human resource strategy has led to an unsystematic approach to public sector human resource management, hence recommend a centralized model that supports the activities of all the other public entities.

The Kenyan public sector has been experiencing such gaps, as explained by the Controller of Budget (GOK, 2019). Hence, there is a need by the Kenyan public sector to deliberately prepare suitable successors to assume power as part of its strategy where it becomes more targeted than just workforce planning. Reeves (2010) explains that there is a need to ensure the ideal people are rightly placed, at the appropriate time, but to change to continue preparing the workforce for future contingencies.

Perlman (2010) explained that when a government does not plan for succession, governance failure becomes imminent because there are no structures in place to ensure the capture of

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knowledge from the retiring workforce before they leave. Further, given that governments are the most important social institutions, policymakers should have enduring missions and functions by formulating necessary policies and adaptations for effective succession (Perry, 2010).

The public sector in Kenya today faces several succession planning challenges that affect their operations (GOK, 2015). The present public sector workforce is composed of a high percentage of staff almost going for retirement, staffing gaps in grading structures, especially at higher levels, stagnation in one position for far too long, shortage in skills due to changing career development expectations, and the possible exit of highly qualified and skilled human resources coupled with lack of Human Resource budget (GOK, 2017). The consequence is the lack of adequate staff to take up leadership positions.

From the audit report, succession planning within the Kenyan Public Sector presents a concern, as evidenced by an aging workforce's present, with almost 60% of them aged above 35 years (GOK, 2017). Between the years 2010 and 2015, about 16,496 employees were to exit the public sector on attaining the legal requirement age of sixty years. Projections indicated a further 16,000 public sector employees in various positions were to leave through other forms of attrition, raising policy concerns on increasing succession planning (GOK, 2017).

Dewah and Mutula (2016) explain that succession planning has not worked more in the sub-Saharan Africa, countries found in the south of the Sahara, including Kenya. They argue that this has resulted from the inadequacy of managing knowledge benefits, limited senior management commitment, and bureaucratic management styles. Further, the lack of capacity, no rewards, incentives to share knowledge, and technological deficiency have made the situation worse. (Dewah & Mutula, 2016). In Kenya, a report by the Controller of Budget in Annual National Government Budget Implementation for 2018/2019 indicated that succession was still a challenge despite increased government expenditure in human resource strategies (GOK, 2019). There is a need to address this matter to ensure continuity in the Kenyan Public sector and other parts of the world (Goodman, French, & Battaglio, 2015).

Earlier studies within the public sector indicate the need to adopt strategic human resource planning and link it to the organization's overall strategic goals (Lim, Wang, & Lee, 2017). Further, the consideration of centralizing human resource activities (Jarvalt & Randma-Liiv,

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2010). The studies generally acknowledge that there are succession planning gaps, hence identifying human resource strategies that are effective (Armstrong-Stassen & Templer, 2005; Boon & Verhoest, 2018; Fredericksen, 2010). Unlike the private sector, SMEs, family-owned businesses, and other not-for-profit organizations, evaluating implemented strategies are deficient within the public sector (Güngör, 2011; Gothard & Austin, 2013; Reichel, 2018; Karanja, 2012). Thus, this study seeks to determine the effect of the different human resource strategies that aid in the achievement of organizational goals, in this case, succession.

1.3 Research Objectives

The main objective was to determine human resources strategies for effective succession planning in Kenya's public sector.

1.3.1 Specific Objectives

i.   To determine the effect of recruitment on effective succession planning in the Public sector in Kenya

ii. To determine the effect of training and development on effective succession planning in the public sector Kenya

iii. To determine the effect of performance management on effective succession planning in the Public sector in Kenya

iv. To establish rewards management on effective succession planning in the Public Sector in Kenya

1.4 Research Questions

i.   What is the effect of recruitment on effective succession planning in the Public sector in Kenya?

ii. What is the effect of training and development initiatives on effective succession planning in the public sector Kenya?

iii. What is the effect of performance management on effective succession planning in the Public sector in Kenya?

iv. What is the effect of rewards management on effective succession planning in the Public Sector in Kenya?

1.5 Scope of the Study

The study was limited to determining human resources strategies for effective succession planning in the Kenyan public sector. It focused on the governmental ministries and State Departments and targeted human resource professionals and department head(GOK, 2019). The researcher used primary sources of information. The research took a total duration of five months, with the study participants' selection being by use of stratified random sampling. Data collection was by use of questionnaires from the sample identified with specific relation to succession planning.

1.6 Significance of the Study

The study findings will be significant to the decision-making process by policymakers in the PSC and government agencies. Findings contained herein will aid in amending and making progressive policies and guidelines that promote succession planning to enhance steady and continuous operations in the public sector.

Further, the study will provide significant insights into human resource practitioners and the management of Kenya's private and public sectors when adopting human resource strategies relevant to succession planning. Thus, enabling the promotion and development of a pool of qualified in-house professions to fill up critical future positions and vacancies. The research findings will be useful in preparing policy briefs to highlight leadership role in succession planning.

Additionally, it will be relevant to scholars and academicians by adding to existing literature and theory on succession planning. This is to be actualized through publication in peer-reviewed journals/papers and possible presentations in academic/scientific conferences. The researcher has also identified further research areas on strategic human resourcing and effective succession planning.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The second chapter presents the reviewed literature that applies to the topic of study. The researcher starts with a theoretical review followed by and empirical review. Included is the research gap, conceptual study framework, and a chapter summary.

2.2 Theoretical Review

These are theories and models that help support human resources strategy and succession planning. For purposes of this paper, the researcher applied the Theory of Planned Behavior and Organisational Learning Theory.

2.2.1 Theory of Planned Behavior

The Theory of Planned Behaviour (TPB), which links belief with behavior, was developed by Icek Ajzen (1985). It is a further development of reasoned action theory, a view Ajzen and Martin Fishbein had proposed in (1980). The TPB has been adapted in different studies concerning belief systems, schools of thought, and intentions to do with behavior. For example, by Azjen (1991) to show how they influence the course of action taken, and by Krueger and Carsrud (1993) within an entrepreneurial context to explain behavior. Other adaptations include by Stavrou (1999), who takes a demographic angle in a bid to explain intentions of the younger generation intentions to assume leadership, and by Sharma, Chrisman, and Chua (2004) within a succession context, with the argument that succession is a result of planned behavior.

2.2.1.1 Attitude towards behavior

According to the Theory of Planned Behaviour, the prospect that behavior will be exhibited relies on a person's purposeo participate in that behavior (Ajzen, 1991). In turn, the intention is then shaped by a person's attitude (Ajzen, 1987). Some of these attitudes are the permissibility of the consequence based on the cultural norms of a reference set, the perceived attractiveness of the outcomes to the initiator, and the perceptivity that behavior will conceivably result in the desired outcomes. Primarily, attitudes help develop desired intentions, resulting in behavior, backing the theoretical relationships proposed between intentions, behavior, and attitudes (Mussolino & Calabro, 2014).

Concerning succession planning, the incumbent leader's attitudes critical with scholars Philips and Gully (2015) arguing that the management should develop strategic recruitment that cuts across the whole organization. Further, Philips and Gully (2015) recommend alignment with the organization's overall strategies, goals, and characteristics. The practice will help set the right attitude and consequently encourage retention, hence staff availability to ensure succession.

2.2.1.2 Subjective norms

The TPB specifies the attractiveness of the anticipated and expected result to the individual who initiates the process (Ajzen, 1991). The dependability of the outcomes is by using a reference set and the perceptions held by the initiator. A crucial perception being that the behavior will result in the desirable after effect with influence on behavior and intention. There has to be an intentional specification of the relationship between beliefs and attitudes to achieve success. Yukl (1989) proposes that leaders can motivate their subordinates for higher performancby acting to influence the staff to believe that valued outcomes can be achieved through serious effort, thereby influencing behavior.

2.2.1.3 Perceived behavior control

Within the context of succession being a planned behavior, Sharma et al. (2004) argue that there needs to be a person who initiates it. This individual holds these attitudes concerning succession. An idea supported by Peters-Hawkins et al. (2018), who suggests that management significantly control succession planning, that is, the occupant leader of an organization. This research presupposes that it is the occupant leader of an entity who will, to no small extent, start and manage the process of succession (Lacy, Haines, & Hayward, 2012).

Studies have shown that a strategy for managing employees in the government is crucial, focusing on how the staff is brought on board, trained and developed, motivated, and compensated (Perry, 2010). Besides, Chen and Wang (2018) argue that when organizations adopt human resources development as a strategy knowledge transfer becomes a competitive edge in the long term. If well managed, it may also provide holistic human resource development hence influencing behavior (Ahmed, Arshad, Mahmood, & Akhtar, 2016). It will give a well-defined recruitment process, assist in coming up with the appropriate training and development programs, develop robust appraisal performance management systems, and ensure a reward system that attracts and retains talent for succession.

Although Groves (2007) agrees that succession can be a planned behavior, he argues that internal focus, a lack of evaluation of strategies adopted, and an assessment mechanism of knowledge, behavior, and results may not yield desired outcomes. However, the researcher finds the theory is a critical guide to management actions and their power to influence the outcomes. Especially concerning the different human resources strategies of recruitment, development, training, managing performance, and rewards management, ensure effective succession planning, enabling the movement from intentions to actions and success.

2.2.2 Organizational Learning Theory

The proponents of the theory are Argrys and Schon (1997), who argue that organizational learning results from the corporate inquiry. Sometimes there will be a variance between expected and actual outcomes necessitating the examination. The organization will then seek to determine why the deviation and formulate strategies to resolve the problem (Argyris & Schön, 1997). The expectation is that employees will interact with others and learn, going beyond organizational rules and procedures (Škerlavaj, Su, & Huang, 2013). The researcher's adoption of this theory is that it would cause the government to keep reviewing its human resource strategies as it seeks to address succession and staff development concerns (GOK, 2015).

The theory of organizational learning theory draws on two conflicting models of operation. The first one is the prescribed way of solving solutions, which are the official instructions for solving problem (espoused theory) (Argyris & Schön, 1997). In most cases, they will be narrow-focused and not in tandem with changes. The second is the theory in use, which is how problems are solved. It has a loose, flowing, and common way of solving problems, enabling employees to learn.

The theory has three types of learning. First, there is the single-loop learning, which has one feedback loop to an unexpected outcome. The second is the double-loop and catalyzes a turn to the existing theory-in-use. Strategies and values are changed to create a more flexible and efficient environment. The third is deutero-learning, which aims to improve the current learning system (Visser, 2007). It sets the standards on how learning will take place due to having both structural and behavioral components. This theory becomes very important in choosing human resources strategies to ensure staff is trained and adequately developed, as explained by (Kochanowski, 2011).

It is essential to have an organizational culture that Škerlavaj et al. (2007) describe as guiding principles within an institution that supports organized and deep-rooted learning approaches to help achieve a higher leaning level for the organization. The culture has to be appropriate for it to support the three learning types as proposed by (Argyris & Schön, 1997). Achievement of organizational culture development is through three phases: acquiring relevant information, interpretation of the information, and adopting cognitive and behavioral changes (Serrat, 2017). It is upon the implementation of the three stages that Škerlavaj et al. (2007) explain that the organization can transition from just being knowledgeable in words to actionable knowledge and organizational learning.

As Steiner (2010) proposed, learning starts with organizational reflection concerning the study, by assessing human resource needs. After the assessment, then follows the development of action plans to guide the process. The actions may range from recruitment, training and development, performance, and reward management while involving all stakeholders as brought out by (Sablok et al., 2017). Fredricksen (2010) proposes reflection to allow for a review of the process to ensure increased staff retention, performance, leadership development for succession, and overall organizational goals achievement. An organization's culture may encourage or hinder learning, and as the theory suggests, when the desired outcomes differ, there is a need to review the strategy (Armstrong, 2011).

2.2.2.1 Knowledge creation

To create the knowledge required, Freyens (2010) proposes that public organizations should have a system that captures and retains the knowledge. The system will be in form policies, a starting point being recruitment policies. To attract the right caliber of staff, public sector organizations need to develop a well-defined recruitment process based on current needs, have job descriptions that match actual roles to avoid dissonance and a mechanism to investigate departures (Goodman, French, & Battaglio, 2015). Further, Larat (2017) argues that to develop a broad and deep, lifelong learning culture, the public sector needs to develop training and professional development programs tailored to meet identified needs. The training should also allow for growth, both in current and future roles. To promote this learning and development culture, Armstrong (2016) argues that conditions conducive to learning must exist by creating an organization-wide learning culture.

The created culture will be instrumental in attracting the right caliber of staff at recruitment. Further, taking steps to understand how learning can benefit individuals and the organization by recognizing that learning is a continuous process (Groves, 2007; 2010). The manager/leader needs to understand leaning needs, provide for induction training, continuous learning, including day-to-day contact with staff to provide learning opportunities and agree on personal development plans. Over time and through experience gained, the organization will become a knowledgeable organization. Constant learning is a tenet of organizational learning theory (Armstrong, 2016).

2.2.2.2 Knowledge retention

Public sector organizations generate a lot of knowledge; hence to preserve the knowledge gained, there is a need by the organization to adapt strategies that encourage knowledge retention (Dewah & Mutula, 2016). Organizations may adopt performance management practices that are fair and lead to staff development while recognizing good performance to encourage staff retention (Chen & Wang, 2018). Further, Dewah and Mutula (2016) promote the implementation of attractive reward systems within public sector organizations to motivate and retain staff, hence retaining knowledge.

2.2.2.3 Knowledge transfer

Adopting different training practices has been cited as an effective way of passing knowledge from the experienced to the less experienced (Armstrong, 2011). Given the budgetary constraints experienced by most public sector organizations, Friday (2019), proposes the applying cost-effective methods like mentorship, on the job training, and job rotation to ensure knowledge transfer.

Proponents of new learning and growth perspectives for both public and private sector institutions argue that there should be a balanced scorecard approach and value creation (Massingham, Massingham, & Dumay, 2019). Despite the criticism, the researcher finds this theory applicable to the field of study as it encourages a learning culture in an organization (Madichie & Nyakang'o, 2016).

Through the organizational learning theory, the researcher can note that as employees discover creative methods of resolving strategic deviations, developing leaders in the process. Understanding observational learning theory broadens the employer's perspective

to see those employees who stand out in enhancing the growth of an organization. Therefore, the employer will be able to single them out for future development and take up leadership positions, which is critical in providing information to this study. Organizational Learning Theory, which guides the necessary area to grow an employee, will help the government plan better to develop the training curriculum that will improve the employee capacity in knowing how to resolve strategic human resources dilemmas.

2.3 Empirical Review

Presented in this section are past empirical studies conducted on the study variables as identified by the researcher. The presentation of the review is in global, regional, and local contexts.

2.3.1 Recruitment and effective succession planning

According to Boon and Verhoest (2018), recruitment comprises different activities that range from communication with the labor market, assessment of generic skills, assessment for job-specific competencies, and concluding with the hiring decision. However, for it to be effective, there has to be a link between the process and human resources plans (GOK, 2017). Further, Cole (2012) proposes the need for clear timelines to attract the right candidates, identifying successors, clear job descriptions that guide the hiring process, evolving the replacement into a leader, and adequately compensating them for succession planning to succeed.

Boon and Verhoest (2018) carried out a study in Belgium, where they sought to determine how and where 10 Flemish organizations organized recruitment and training activities. These included identifying the underlying motivations, both strategic and financial, including staff availability to support operations. The research took a case study approach and used qualitative data. The investigation targeted public agencies that had higher autonomy and discretion in decision making. They found that although there was an aspect of the organization by design perspective, this was not sufficient to appreciate the multiplicity of organizing HRM actions within the public sector. Further, despite the intent to promote their strategic and financial interests, institutional pressures slowed down the efforts and more so in agencies with non-legal personalities compared to those with legal characters. The later had more autonomy as they were attached to a ministry. The study is similar to the current research as it focuses on public sector organizations and how

recruitment and training are organized. However, it differs in two ways. It focuses on government agencies only and considers two human resource strategies.

Through exploratory research, Trang (2017), sought to find out the source of professional staff to recruit to retain them for succession planning in Vietnam. The analysis, which drew from transformational leadership theory, was used as a multi-method case study approach at thirteen public and four academic libraries in the Vietnamese Mekong Delta. An online survey was used to collect data where there were 162 responses and twenty-three in-depth semi-structured interviews. The findings indicated that recruitment of managerial staff was from within the organizations and that retention depended on multiple factors with rewards emerging as the most critical consideration. The report also suggested that the succession plan was good at the keeping of qualified staff for promotion. The study is grounded on theory and does bring out crucial insights into the recruitment and its influence on retention and succession planning. However, it differs from the current study in that it ignores training and development and the performance of staff, which would inform promotion hence retention for succession.

Other researchers have taken a different approach by looking at the whole process. For example, a study carried out in a Saudi mining company by Stadler (2011) to discuss succession management within a talent management context refers explicitly to the role it plays in identifying, developing, and retaining prospective successors for crucial roles at varying levels within an organization. The research, which took a case-study approach targeted 59 senior management and executives of the institution, found that existing leadership's strategic thinking ability was weak and not in line with its strategic trajectory, which indicated a flawed approach from the beginning that is at the recruitment stage. The study sheds useful insights into the subject under research and emphasizes an overall organizational view but it ignores other human resource strategies in gaps identification. Further, the fact that individual development can be used to develop plans that are measurable and be monitored as early as at the recruitment and selection stage. However, the study recommends identifying potential candidates for succession and intentionally developing them in readiness to take up higher roles.

To explore the workplace demographic challenges at the Kenya National Bureau of Statistics (KNBS), a public sector organization (PSO), Madichie, and Nyakangó (2016) sought to establish the role of recruitment and retention in succession planning. They

adopted an action research approach that required internal analysis of the different human resource strategies undertaken to improve new ideas. Focus group discussions were also held to generate more insights. The findings were that there were sub-optimal demographics resulting from an aging workforce, with more than half of the staff aged over 50 years, hence the need to revisit recruitment and retention strategic plans concerning succession planning. The study confirms that the recruitment and retention plans implemented by an organization affect succession planning. The researcher finds this study similar to the current research as it encourages the adoption of strategic human resource strategies, monitoring, and evaluation for effectiveness while creating a learning culture.

2.3.2 Training and development and effective succession planning

Pynes (2004) defines training as the prescribed, systematic, and deliberate alteration of an individual's behavior by imparting knowledge on a given identified area, an area found to be a captious element in implementing succession planning. Armstrong-Stassen & Templer (2005) posit that training results from an instruction received in education to behave in a given desired manner when carrying out allocated tasks when repeated over time, bringing about permanent change.

Training is among the most cost-effective ways of improving human resources competencies within any organization (Friday, 2019). Azasu (2012) posits training and development may take different forms ranging from technical training courses, training for leadership assumptions through coaching and mentoring, to succession planning. Through its public service, the Kenyan government has policies that guide training needs assessment, training projections, and designing training programs that may be short or long term, both local and foreign (GOK, 2017). However, an evaluation of the said policies reveals a lack of guidance on how to measure outcomes. As much as training is beneficial, inadequate training may lead to undesired results. Not having a mechanism of assessing it may limit employees' development and be detrimental to the organization (Heather Getha-Taylor, Fowles, Silvia, & Merritt, 2015).

Peters-Hawkins, Reed, and Kingsberry (2018) argue that development is a deliberate process. Employee development ensures a smooth shift as leaders join and leave the organization, providing effective succession planning. Further, Obi-Anike and Ekwe (2014) posit that employee development entails preparing them for greater responsibilities and

complements training. However, Gonzalez (2013) argues that leadership must be on board for the development programs and, consequently, effective succession planning to succeed. The leadership must also be willing to go beyond individual training to cohort training, to develop as much talent as possible.

Development and training are dimensional and include orientational training, foundational training, job training, refresher courses, and development for management positions (Obi-Anike & Ekwe, 2014). Other staff development strategies include coaching by a manager, described by (Kim, Egan, & Moon, 2014) as an effective management process that increases staff learnedness and efficacy. Coaching has also been a beneficial tool in the improvement of employee job performance and helps establish succession planning for the next leadership. Other than coaching, mentorship, which is more long term, coaching is characterized by developmentally oriented interactions due to its immediate task improvement in nature, which, if practiced, would improve the public sector situation (Avery, Howell, & Page, 2014).

Besides coaching, mentorship may also be used. Where a more knowledgeable individual guides a less knowledgeable one to develop them. A study carried out in Zimbabwe on staff empowerment found that succession planning and mentorship led to staff empowerment and lower turnover rates (Negwaya, Chazuza, Mapira, & Musemwa, 2014). Organizational culture, availability of resources, leadership styles communication, and quality of training and development were other factors that play a significant role (Armstrong, 2016).

In Australia, Sablok et al. (2017), carried out a study among multinational enterprises that had operations in Australia to examine the value placed on human resource development strategies adopted specifically for managerial talent. The value being attached to the cost of training and development. The aim is to ensure the availability of qualified senior management staff for succession. The study's variables included training and development expenditure, succession planning, management development program, and talent management. A sample of 211 multinationals, both local and foreign, were used for the study, targeting only human resource professionals. Data collection was by use of questionnaires for face to face interviews with senior human resource professionals. Findings from the study indicated that multinationals did invest in the training and development of senior managers, albeit at a minimal expenditure in line with the succession policies in place. The study presents excellent insights into the value placed on human resource practices targeting senior management for growth and succession. However, the

current study considers a variety of aspects like needs assessment, regular training, periodic reviews of training outcomes, use of other actors within the institutions, with an all-level approach and not just senior management.

Peter-Hawkins et al. (2018) carried out a study in 14 urban high schools across five districts in the United States of America to establish how leadership policies and practices affected succession planning and how the chosen leadership development method, specifically mentorship, impacted succession. The case study targeted administrators at the district level, school principals, and assistant principals identified using purposive sampling. Structured questionnaires were the data collection tool. Additionally, the researchers also used secondary data, which had been archived over three years. Although the principals mentored and developed their assistants, the study outcomes through the use of secondary data analysis indicated that the school leadership had failed to plan for succession. Due to the lack of succession planning by the administration, proper development neglected, creating gaps. The non-availability of pipeline leaders led to leadership potions remaining vacant for long periods, leading to hastened recruitment hence haphazard induction. The result being induction to the position leadership position was haphazard, hence no effective succession. The study does shed crucial insights into leaders' role and the need for strategic human resource planning to succession planning. However, it is limited in terms of data collection and sampling methods, both prone to bias.

Pandey and Sharma (2014) undertook to investigate succession planning and challenges among Indian information technology companies in India. The research utilized a descriptive survey design and focused on executive management employees in the chosen companies as the participants. Data was collected using interviewer-administered questionnaires and the analysis by use of inferential and descriptive statistics. According to their study, the retention of talent was the central concern in most of the firms. The recommendations are that companies should adopt employees' efficient retention to keep highly skilled personnel and develop the capabilities of underperformers. The study identified individual development as the key driver in creating a talent pool after attracting potential candidates, indicating the need to train and develop staff.

Further, the study emphasizes the need to develop evaluation metrics like fulfilment percentage, retention rate at the created pool, and positions covered for effective succession planning. Although the metrics differ from those adopted by the researcher, the study

highlights the thought that there is a need to draw linkages between recruitment, training, and development (different human resource strategies).

In Nigeria, Friday (2019) carried out an investigative study in the relationship between employees' training and succession planning of selected deposit-taking banks. The researcher used a cross-sectional survey for participants from ten banks who had been selected through a simple random sampling technique. Study findings indicated a significant positive correlation between training and succession planning. This study observed that training had a positive impact on succession planning. This study suggests that training is an essential integrant to successful succession planning practices, particularly where management emphasizes the elements of mentoring and job training for growth. Adopted training and development strategies included mentorship and on the job training, with management taking a leading role. The study posits that training may be adopted as a human resource strategy for succession planning. However, it differs from the current research. It concentrates on one human resource strategy, and the theory applied does not provide for continuous organizational learning, hindering different strategies adoption and improvements. The current research advocates for continuous organizational learning to maintain constant growth and development, which will make the succession planning process an easier task in an organization. Further, it provides insights into human resource strategies adopted by the private sector that are effective.

A study was carried out by Obi-Anike and Ekwe (2014) on the Nigerian public sector to establish the effect of training and development on the effectiveness of an organization, retention, and, ultimately, succession planning. The study was descriptive, with 55 questionnaire responses. The study suggests that there is a positive impact occasioned by training and staff development on organizational effectiveness. Further, improved staff retention, hence the staff's availability ready to take up different leadership roles. The practice was recognized as an effective way of equipping employees with skills and knowledge, enabling them to achieve set goals and overall strategic objectives. Other benefits include increased job satisfaction, reduced employee turnover with both short-term and long-term returns. This study focuses on an organization's effectiveness relative to the achievement of its objectives based on training and development only at the exclusion of other human resources strategies.

In Botswana, Balisi (2014) sought to analyze the training and needs assessment model in use to establish if training needs assessment was done before training. This was against the backdrop of changes within the public service necessitated by globalization, technological advancement, and achievement of strategic goals. The study was cross-sectional, and data collection was through in-depth interviews, questionnaires, and documentary sources from five government ministries. The findings indicated that most government ministries did not carry out a training needs assessment and that those who did use individual-focused programs based on seniority of staff. Further, even though there were training policies and personal development plans in place, the later did not capture the required abilities, skills, and knowledge to achieve development and performance objectives effectively. The study shows how training initiatives can be flawed when there is no need assessment prior to training. And when training is not regular and organized to suit specific organization needs like succession.

2.3.3 Performance Management and effective succession planning

As explained by Armstrong (2016), managing staff performance is a natural process, which is a continuous cycle and includes: planning, action, monitoring, and review. It involves getting people to act to achieve agreed-upon results and be connected to the institutional strategic goals. When it is systematic, well planned in design and implementation, it enhances performance and productivity (Asfaw, Argaw, & Bayissa, 2015). Succession planning may be used as a driver to accelerate employee performance through staff development in line with identified needs, enhancing retention (Ali & Mehreen, 2019).

In India, Mathew (2015) carried out research to establish adopted human resource practices to manage talent for succession, given the changing work environment and demographics. Further, the researcher who targeted senior management and human resource personnel sought to determine if the adopted practices were in alignment with organizational plans. The descriptive study used questionnaires to collect data from 159 employees across 30 institutions from six industries. The research findings were that the companies had adopted different strategies, including performance management, recognition, and rewards, mapping careers, leadership development, recruitment, learning, and training, with the management of performance emerging as the most preferred practice. The study, which cut across different sectors, indicates the growing need by organizations to link human resource

practices to their goals, retain talent, and develop from within for succession. The notable difference between this study and the current one is the organization of the variables.

Ali, Mehmood, Ejaz, and Ashraf (2014) carried out a study in Pakistan, where the survey unit were commercial banks to investigate the relationship between the performance of employees and succession planning. The quantitative research, whose basis was a survey aimed at exploring a conceptual model linking appraisal, performance, and succession planning. Data collection was using questionnaires from 127 banking staff across five Pakistan cities with an 85% response rate. The findings from the study indicated that there existed a strong relationship between the three variables. This study bears similarities to the current research to the extent that data collection tools are the same, of data was by use or a Likert scale, and use of the SPSS statistical package to analyze data and the use of descriptive statistical analysis. The research also confirms that there does exist a relationship between performance and succession. The current study, however, anchors the variables under consideration on theoretical grounding.

In Addis Ababa, Asfaw et al. (2015) carried out a case study of five Administrative Offices, Bole Sub-City, to assess the impact of training and development on the performance. The cross-sectional survey study had the population sampled randomly, who included all employees. The research method was quantitative, with the completion of 94 questionnaires out of a 100. The findings were that there was a positive correlation between training and development and employee performance hence increased efficiency. The study also found that out of all training programs conducted, 85% focused on technical and skills acquisition while those on leadership development were only 15%. The study indicates that training is not only a learning activity directed towards the acquisition of specific knowledge when the design and implementation are systematic and well planned, but that it can enhance performance and productivity. However, a narrow focus on the human resource practices adopted can also result in the non-success of the whole process, indicating a non-commitment by management to ensure more leaders' development. The study, which is within a public sector context, differs from the current research in terms of study variables.

In Kenya, Thuo, Senaji, and Kirimi (2018) carried out a study to establish the influence of strategic human resource practices concerning employee performance. The study also sought to establish the interrelation among different human resource strategies. The study,

descriptive in nature, used questionnaires to collect data from the energy and petroleum ministry and other state corporations in the energy sector. The researchers used employee productivity, compensation, and socialization plans as measures of employee performance. Further, annual performance appraisals were found to be more practiced for succession planning. The findings of the study indicated that human resource strategies adopted enhanced employee performance hence succession planning. Additionally, performance appraisal led to training opportunities as per identified needs with rewards used as an incentive. Although the study adopts different metrics from the current study, it brings forth the effect of performance on succession planning and the linkage between human resource strategies.

2.3.4 Rewards management and effective succession planning

As defined by Armstrong (2016), reward management is the drawing and implementing strategies and policies whose main aim is to ensure a fair reward system for people that is nondiscriminatory and agreeable to the recipients' perceived value to the institution. It should consist of straight forward policies, procedures, and practices organized and managed as a whole (Güngör, 2011). Rewards refer to both financial (basic salary, bonus) and any tangible benefits (pensions and medical) that accrue to an employee and are an essential aspect of the human resources strategy (Opute, 2010). Further, if well maintained, the rewards improve staff motivation and retention for succession if perceived to be objective by the recipients (Cole, 2012).

Azasu (2012) carried out a study among real estate firms in Sweden on practiced rewards and their ability to attract and retain employees. The research was guided by different theories (agency, social exchange, and resource dependence). The study targeted Chief Executive Officers (CEOs) of different players in the real estate sectors from whom data was collected using a survey questionnaire. Systematic sampling was used with a 78% response rate out of a 120 sample. Findings from the study indicated a strong relationship between rewards practices adopted and the attraction, motivating, and retaining staff to ensure staff availability should a succession need arise. The study also brings out different pay structures to attract employees' diverse needs and the related determinant of pay, which include training and development and performance, making it similar to the current study. Although anchored on theory, the study is limited based on the sampling method used by focusing on CEOs only, which creates self-reporting bias, which the current study aims to address.

A study was carried out by Güngör (2011) to establish the relationship between reward management systems and employee performance on twelve global banks in Istanbul. The survey, which targeted 112 bank employees, was a descriptive one and targeted staff at all levels. The study found that sound reward systems had a positive impact on performance hence staff retention for succession. Further, the team was more motivated when promoted and not necessarily by the reward system to bring out intrinsic motivation. This study does not further discuss the linkage between rewards, performance, and promotion as human resource strategies influencing succession.

In Ghana, Kwenin, Muathe, and Nzulwa (2013) carried out a study to investigate the influence of rewards systems on employees. Further, the study sought to assess the influence of existing policies relating to human resources and employee retention based on job satisfaction in Vodafone, a national telecommunications company. The descriptive research used semi-structured questionnaires to collect data from 142 employees who had been randomly sampled. There was also a review of secondary data from organizational reports and company magazines. The findings were that adequacy in rewards systems led to equity in pay and increased staff retention. Further, having in place, human resource policies that were aggregable and supportive were positively linked to employee retention, ensuring retention of organizational knowledge and staff availability to fill positions current and future posts, and succession planning. The research also found that employees were recognized and compensated for excellent performance as part of the reward management system. The applicable policies catered for both growth and development programs bringing a sense of value to the beneficiaries.

In a study by Mucherumuhia (2018) in Kenya, Nairobi County, on how audit firms' performance was affected by adopting different human resource strategies for succession planning. The strategies included the management of talent, career, reward, and training and development strategies significantly improved audit firms' performance due to the use of different succession planning strategies. The descriptive study with a sample population of 81 concluded that applying the procedures mentioned above would result in staff retention. Although it was for audit firms, this study applies to the public sector to the extent that planning for succession effectively is not only a concern for the public sector. Further, the study bears some similarities with the proposed research regarding the applied strategies for

succession planning. However, it differs from the researcher's objective of effective succession planning: measurable outcomes.

2.4 Summary of the knowledge gap

Several studies have been carried out regarding human resources strategies for effective succession planning within different contexts, mostly in family businesses (Ali & Mehreen, 2019; Bizri, 2016). From the literature reviewed, succession planning remains of great concern in the public sector world (Armstrong-Stassen & Templer, 2005; Antwi & Analoui, 2008; Reichel, 2018; Boon & Verhoest, 2018). The topic has also been widely discussed in the public sector with proposals on dealing with this issue. Organizational leadership still plays a crucial role in succession planning. However, just like in the private sector, and despite the different strategies to implement succession planning, the researcher found scanty information on the effectiveness of human resources strategies and succession planning. Limitations from previous researchers have identified measurement as a potential area of future work (Waruiru & Kagiri, 2015), and consideration of more participants, as many have previously considered human resource professionals only (Sablok et al., 2017). Further, previous research has concentrated on using one or two strategies at the exclusion of others. The researcher seeks to link several human resources strategies to effective succession planning by using measurement metrics and incorporating non-human resource professionals in the research.

Table 2.1 Summary of Knowledge gaps

Author(s) and Year	The objective of the Study	Theory	Methodology	Findings and Conclusions	Knowledge Gap
Boon and Verhoest (2018)	To determine how and where 10 Flemish organizations organized recruitment and training activities	Transactions cost theory Resource-Based View	Case Study - Qualitative	Despite the availability of organization by design perspective, there were other factors hindering achieving of strategic goals.	Testing whether organizing by design perspective present satisfactory outcomes under unconstrained decisions.
Stadler (2011)	Talent management as being crucial in succession management	None	Case Study - Descriptive	Lack of strong ability to think strategically and leadership expertise. The current leadership is not aligned with the company's strategic growth.	Talent reviews as the primary mechanism for effective succession management
Madichie and Nyakang'o, (2016)	Workforce demographic challenges in public sector organizations	Organizational Learning	Action Research	Recruitment and retention impact on succession planning	Lack of insights on how to identify the sufficiency of undertaken strategies.
Asfaw et al. (2015)	Impact of training and development on employee performance and effectiveness	Metacognitive Theory	Descriptive	A positive correlation between training and development on employee performance and effectiveness for succession	Target participants and narrow-focused.
Mucherum uhia and Kagiri, (2018)	Audit firm's performance as a consequence of succession planning strategies.	Human capital theory, concept theory, expectancy theory of motivation, new growth theory	Descriptive	The strategies positively impacted performance hence staff retention	Focus on performance
Waruiru and Kagiri (2015)	International Non-Governmental Organizations performance as a consequence of succession planning.	Systems Theory Contingency Theory Chaos Theory Resource-Based View Management Theory	Descriptive	Talent retention, career management, and training and development had a positive relationship on NGOs' performance.	Measurement of succession planning
Eshiteti et al. (2013)	Impact of succession planning	None	Descriptive	Succession planning programs improve staff retention	Human resources strategies for

	programs on retention of staff				effective succession planning
Mehmood and Ashraf, (2014)	Succession planning and employee performance in Pakistan	None	Descriptive	A strong relationship between appraisal performance and succession planning	Narrow focus, the possibility of other factors
Trang, 2017	Library recruitment and retention for managerial positions in Vietnam	Transformational leadership theory	Descriptive-multi-structured	Internal recruitment resulted in retention hence succession planning	Other factors determining external recruitment
Sablok et al. (2017)	Human resource development practices, managers, and multinational enterprises in Australia. Thinking globally acting locally	None	Descriptive, survey	Although not applied uniformly, there was a minimal investment in adopted strategies in line with existing succession plans	Focus on managerial staff only. Not grounded on a theory
Friday (2019)	Employee training and succession planning in Nigeria	Scharmer's Theory U Model Relay Succession Planning Model	Descriptive, cross-sectional	A significant positive correlation between training and succession. A strong relationship between appraisal performance and succession planning	Single static human resource strategy
Güngör (2011)	Reward management and performance relationship	None	Descriptive	A strong positive correlation between performance and reward	Reward management and motivation
Cook (2014)	Exploration of what succession planning leaders in organization use to replace departing leaders with new qualified leaders	None	Case study	The relationship between succession planning, management of talent strategies, overall strategy; and challenges and barriers to effective succession planning	Talent management application in practice
Owusu (2012)	To identify the causes of employee turnover	None	Descriptive	The strategies being used include competitive salary package, excellent training opportunities, exciting and challenging opportunities	The impact of the strategy for retention strategies on the performance of Ghanaian banks
Pandey and Sharma (2014)	Identify current practices and approach of succession	None	Descriptive	Companies are required to knit succession planning with other functions to this makes	Competencies defined for

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	planning followed by the industry			it a complete life-cycle of an employee.	each role explicitly
Azasu (2012)	A survey on Swedish real estate reward management practices	Agency theory Social exchange theory Resource dependence theory	Survey	Rewards attract, motivate and help retain staff	Self -reporting bias
Nwosu (2014)	Determination of applicable effective succession planning policies in Nigerian firms and the extent to which it contributes to organizations' survival.	Relay Succession Planning Model.	Descriptive	Succession planning is the key to the survival of organizations	Evaluation of the relationship that exists between a succession plan and corporate survival in small businesses and non-profit entities

Source: Author (2020)
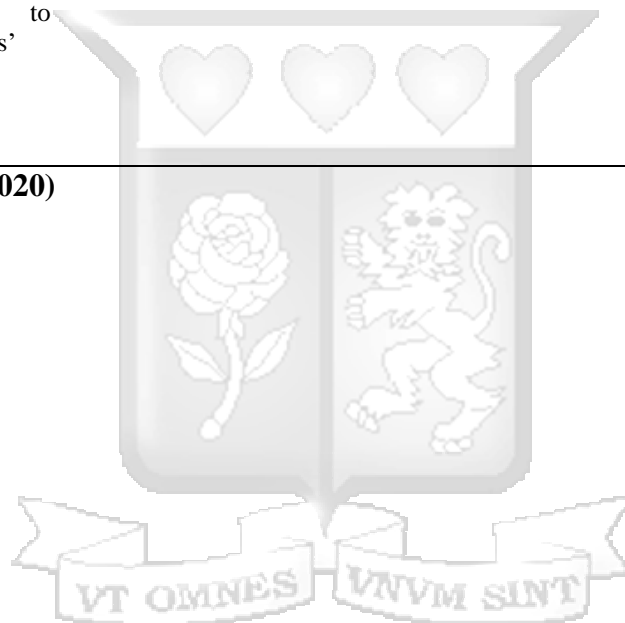
2.5 Conceptual Framework

The independent variables are the human resources strategies, including recruitment, training and development, performance management, and reward management, and the dependent variable is effective succession planning. Included are the proposed measurements to determine the effectiveness of succession planning.

The conceptual framework showing the interrelationship between the variables of the study is shown below in Figure 2.1.

Figure 2.1 Conceptual Framework
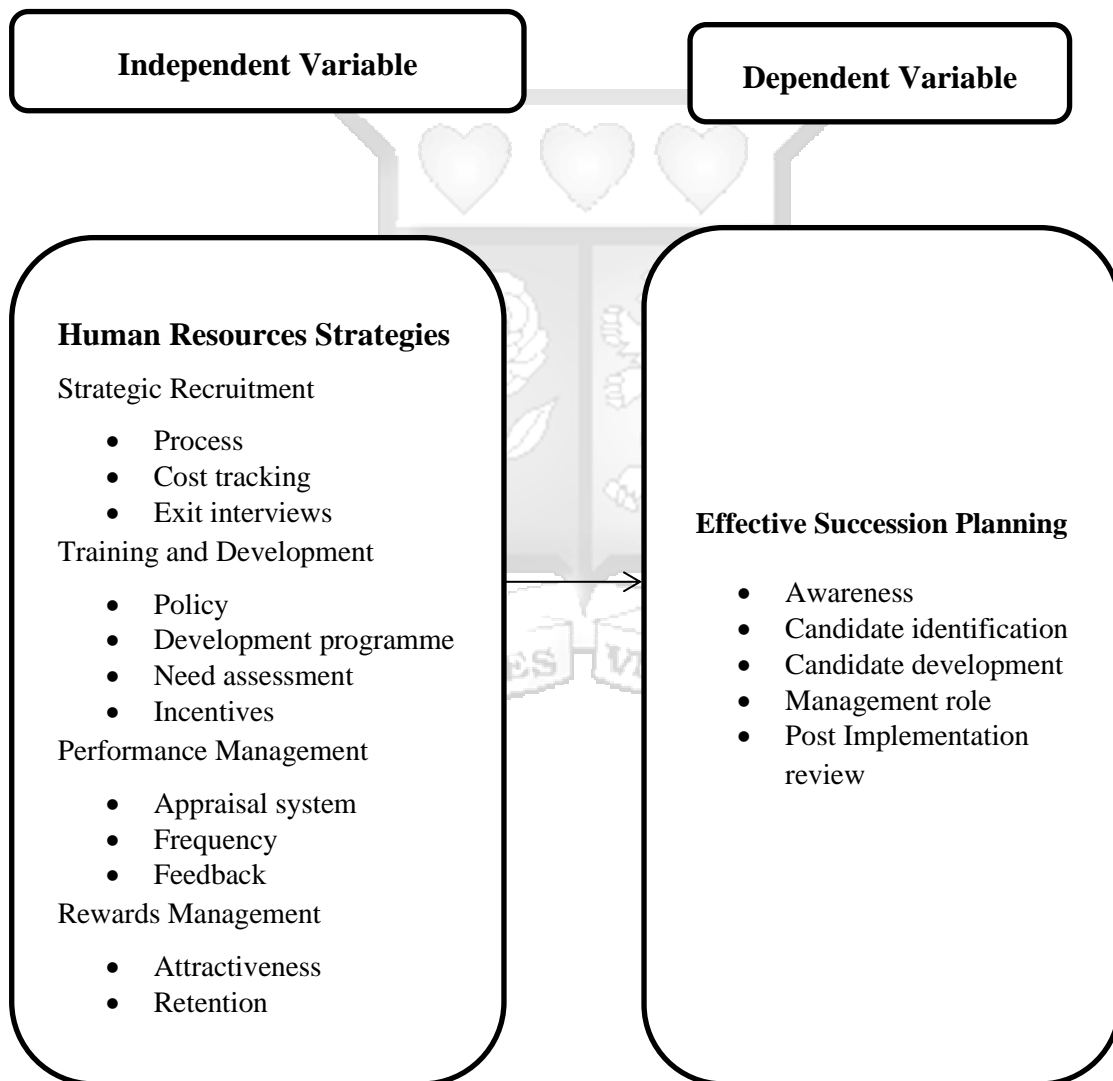
Source: Author (2020)

2.6 Operationalization of study variables

Table 2.2 Operationalization of study variables

Variable	Type of Variable	Indicator	Measurement	Data Collection Instrument	Data Analysis
Recruitment	Independent	Process Cost tracking Exit interviews	Ordinal scale	Questionnaire	Descriptive
Training and Development	Independent	Policy Development program Need assessment Incentives	Ordinal scale	Questionnaire	Descriptive
Performance Management	Independent	Appraisal system Frequency Feedback	Ordinal scale	Questionnaire	Descriptive
Rewards Management	Independent	Attractiveness Retention	Ordinal scale	Questionnaire	Descriptive
Effective Succession Planning	Dependent	Awareness Candidate identification Candidate development Management role Post Implementation Review	Ordinal scale	Questionnaire	Descriptive

Source: Author (2020)
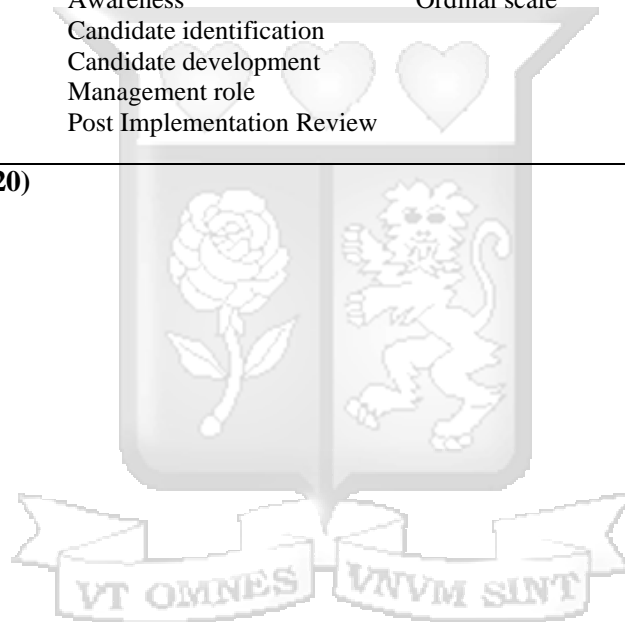
2.7 Summary

In this chapter, the presented literature is relevant to the study, which is theoretical and empirical, leading to a conceptual framework. The researcher has also identified that poorly planned strategies may not deliver the desired results despite the good intentions, especially when the focus is short-term rather than the long term. Further, there lacks an evaluation mechanism hence the research gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the adopted research methodology to achieve the objectives of the study. The section discusses the design of the research, the population, and the sampling method used. Further, the data collection method and tools used, how the data was going was analysed, a section on quality assurance and a discussion on ethical issues in research.

3.2 Research design

A descriptive research design was adopted to describe the population characteristics and answer the research questions (Bryman, 2012). A quantitative research method was used for this research to gather data. Quantitative studies emphasize a postpositive worldview, establishing relationships, and utilizes numbers to reveal the social, relational, and cultural constructs of variables (Petrovic, Koprivica, & Bokan, 2017), which was the intent of this research. The study aimed at establishing the relationship between the independent variables (human resources strategies, which included recruitment, training and development, performance, and reward management) and succession planning, which was the dependent variable (Kothari & Garg, 2014).

3.3 Population and Sampling

According to Nachmias and Nachmias (1996), the population is the whole group of individuals, events, or objects with a common detectable characteristic about which information is required. The population may be broad or narrow and includes every individual that fits the study's characterization being carried out (Bryman, 2012). This study's target populations human resource managers and heads of departments from the 21 government ministries and 42 state departments (GOK, 2019). The participants were identified based on their professional expertise and experience in human resource management and leadership positions (Saunders, Lewis, & Thornhill, 2016). The target population was 483, as shown in Table 3.1 below.

Table 3.1 Population Distribution

Description	Population
Ministries	231
State Departments	252
Total	**483**

Source: Office of Controller of Budget (2019)

The researcher used stratified random sampling to derive the sample size. As explained by Saunders et al. (2016), stratified random involves the division of the population the researcher is targeting into subsets based on a shared attribute(s). As identified by the researcher, the subsets who also formed the unit of observation were human resource professionals and heads of departments as representatives of institutions they serve. To determine the sample size, the Yamane (1967) sample size formula was identified as 216.

$n = N/1 + N * (e)$ ^2

Where:

n is the sample size

N is the total population

E is the margin of error, in this case 0.05

The sample of respondents will therefore be:

$n = 471/1 + 471 * (0.05)$ ^2 = 216.

Table 3.2 Sample Distribution

Description	Population	Sample
Ministries	231	103
State Departments	252	113
Total	**483**	**216**

Source: Office of Controller of Budget (2019)

3.4 Data Collection Method

As prescribed by Kothari (2011), questionnaires were the primary data collection tool to describe the content and delivery of their respective entity's human resources strategies for effective succession planning. The researcher self-administered the questionnaires to the target population over two weeks. The questionnaire consisted of six sections; the first part was to address the demographic information of the study participants, and the second to fifth parts focused on the independent variables (recruitment, training and development, performance management, and rewards management), and the sixth on the dependent variable (succession planning). The second and third sections' questions were Likert type, and the respondents were expected to indicate their responses on a five-point scale where one represented strongly disagree, and five strongly agreed.

3.5 Data Analysis

According to Saunders et al. (2016), data analysis is ordering, structuring, and making sense of collected data. Data collected from the questionnaires was organized, pre-processed, and then coded to enable analysis. The data was later classified as per the target population's different characteristics and generalizations made as per patterns identified. Data measurement was done using measuring scales for this study: ordinal scales as guided by (Boone & Boone, 2012; Joshi, Kale, Chandel, & Pal, 2015)

Descriptive statistics were used to summarise the data collected. The Statistical Package for Social Sciences (SPSS) 20.0 software was used. A multiple regression model was to predict the dependent variable's value based on the value of the researcher's independent variables, also referred to as the predictor variable. The model used in the regression equation was:

$$Y = a + bX1 + bX2 + bX3 + bX4 + e$$

Where:

Y   =   Effective succession planning

X1   =   Recruitment

X2   =   Training and development

X3   =   Performance management

X4   =   Rewards management

b = Partial coefficient of succession planning in respect of X

a = Constant term

e = Stochastic error term

To test the model's significance in measuring the relationship between the independent and dependent variables, the researcher used an Analysis of Variance (ANOVA). Inferential statistics served as a means to make generalizations from the sample. The summarised data presentation starts with descriptive statistics followed by regression analysis results using graphs, charts, figures, and tables.

3.6 Research Validity, Reliability, and Ethical issues in research

3.6.1 Validity
Saunders et al. (2016) posited a research instrument's internal validity is its ability to measure what it was intended to measure. Validity is in two forms: external validity, which checks if results of the research can be extrapolated or generalized for an entire population, for all similar contexts and situations, outside those in which the study was undertaken. External validity was established by having a refined inclusion and exclusion criteria where only institutions that fall under the identified category of either being a government ministry or state department were targeted. The second form is the internal validity, whose focus is in the data collection instrument itself and revolves around content related to the studied variables. As recommended by Kimberlin & Winterstein (2008), the researcher used constructs and questionnaire items from past studies to establish the research instrument's internal validity.

3.6.2 Reliability
Reliability is the extent to which the research instrument is dependable, including stability, internal consistency, and equivalence (Golafshani, 2003). The researcher developed a data collection instrument with a standardized set of questions. The respondents were also provided with instructions on how to respond to the questions. To establish the researcher's data collection instrument's feasibility and reliability, a pilot test was carried out using ten participants from the identified sample. The researcher established credibility in the tool by calculating the Cronbach's Alpha, which measures the accuracy of consistency with which a set of items measure a single construct. For the current study, reliability was assessed through Cronbach's alpha in that a value of 0.7 and higher would be desired for each of the scales used (Bonett & Wright, 2014). Table 3.3 below presents the reliability scores.

Table 3.3 Reliability scores

Variables	Cronbach's alpha score
Recruitment	0.798
Training and development	0.824
Performance management	0.793
Rewards management	0.802
Effective succession planning	0.913

3.7 Ethical Issues in Research

The researcher observed the highest standards of ethics by informing the respondents of their ethical obligations. The researcher sought Strathmore University's Ethical Clearance and obtained a research license from the National Commission for Science, Technology, and Innovation (NACOSTI). During data collection, the researcher sought the participants' permission to participate without using deceptive means, communicated their involvement level and freedom to withdraw their participation at any given time. Other explained matters included voluntary participation, study benefits, and the participants' rights to protection and privacy. Respondents signed the Participants Information and Consent Forms. Lastly, the participants' confidentiality and anonymity will continue to be upheld, and if for any reason, identity requires to be revealed, permission must be obtained.

CHAPTER FOUR

PRESENTATION OF RESEARCH FINDINGS

4.1 Introduction

Chapter four presents findings addressing the objectives of the study. It entails the results concerning the response rate, background information, and analysis as per each objective. The first section reports on the response rate and its sufficiency. The second provides background information on the respondents. The rest of the sections offer detailed relationships between variables under study. It is worth noting that each relationship relates to a study objective.

4.2 Response rate

The study's targeted population was 483 drawn for government ministries and state corporations comprising of human resource professionals and heads of departments. Out of these, a sample of 216 had been determined, with 198 providing full responses translating to a response rate of 91.7%. Out of this, 54.5% were from the state departments and 45.5% from the ministries, as shown in Figure 4.1. According to Baruch and Holtom (2008), a response rate above 70% is deemed sufficient in making inferences on the relationships between the study variables under consideration.

Figure 4.1 Response rate
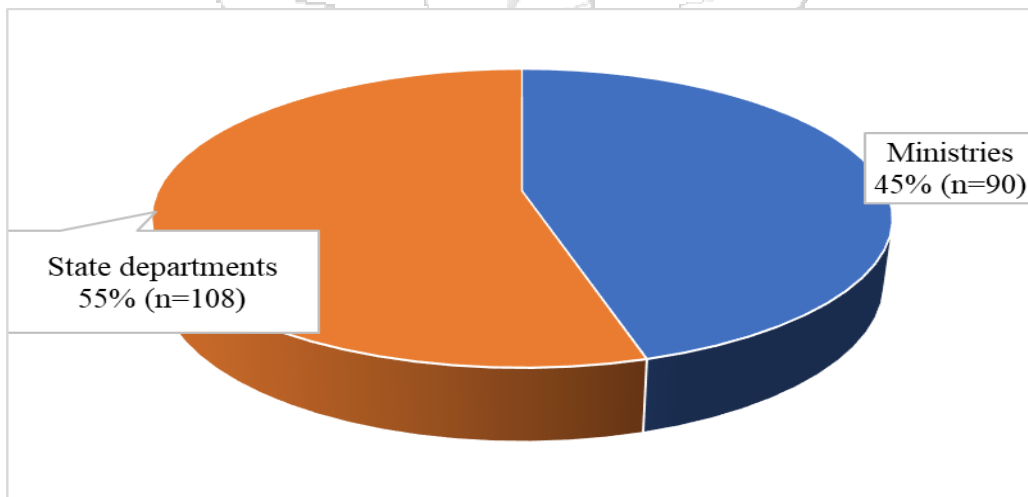
4.3 Background information

From the study findings in Table 4.1, 60.1% (n=119) of the respondents were male, while 39.9% (n=79) were female. These findings point to the fact that the majority of employees are males. As indicated in Table 4.1, most of the respondents are aged 46-55 years, accounting for 36.9%. The findings suggest that only 3.5% are aged 56 years and above, and 30.8% are aged between 36 and 45 years. Therefore, the results on age indicated that most of the individuals who participated in the study were experienced enough to provide reliable responses that are reflective of the going on in the public sector. Furthermore, the study findings in Table 4.1 indicate that most of the respondents had achieved an undergraduate education (59.6%), with only 14.1% having either a certificate or diploma education. In addition to this, 26.3% of the respondents have post-graduate degrees, indicating that they were generally highly learned.

Table 4.1 The background information of the respondents

Gender of Respondents	Frequency	Percent
Male	119	60.1%
Female	79	39.9%
Total	**198**	**100.00%**
Age of Respondents	**Frequency**	**Percent**
26-35	57	28.8%
36-45	61	30.8%
46-55	73	36.9%
56+	7	3.5%
Total	**198**	**100.0%**
Education Level	**Frequency**	**Percent**
Certificate/diploma	28	14.1%
Undergraduate	118	59.6%
Post-graduate	52	26.3%
Total	**198**	**100.0%**

Table 4.2 The job groups of the respondents

Job Group	Frequency	Percent
E	6	3.0%
F	6	3.0%
G	3	1.5%
H	21	10.6%
J	9	4.5%
K	108	54.5%
L	6	3.0%
N	12	6.1%
P	6	3.0%
Q	6	3.0%
R	12	6.1%
S	3	1.5%
Total	**198**	**100.0%**

The study results in Table 4.2 indicate that majority of the respondents are in job group K (54.5%), while just 1.5% are either in job group G or S.

Table 4.3 Number of years in service of the respondents

	Mean	Std	Median	Max	Min
Years of service	4.41	1.94	5.00	8.00	1.00
Length of time in the job group	3.90	1.07	4.00	7.00	1.00

The study findings in Table 4.3 indicate that the respondents have been in service for an average of 4.41 years, with a standard deviation of 1.94. On the other hand, the respondents have spent an average of 3.9 years in the same job group. Thus, the findings indicate that the respondents have been in service for a reasonable period to be familiar with public service activities.

4.4 The effect of recruitment on effective succession planning in the public sector

Presented in this section are the descriptive statistics on the effect of recruitment on effective succession planning in the public sector. Furthermore, the researcher explores the relationship between recruitment and succession planning in the public sector.

4.4.1 Descriptive statistics of recruitment on succession planning

This study's first objective was to determine the effect of recruitment on effective succession planning in the public sector. This was done on a Likert scale of 1-5, where 5= strongly agree, 4= Agree, 3= Moderately Agreed, 2= Disagree, and 1= Strongly Disagree. From the findings in Table 4.4, it shows that 49.5% of the respondents agreed that there is a well-defined recruitment process in place, compared to 37.37% compared to those who strongly agreed. This shows that a well-defined recruitment process was associated with succession planning. The results indicate that 60.1% strongly agreed, and 29.8% agreed that staff is informed of available opportunities.

Furthermore, the results show that 35.4% of the respondents agreed that filling vacant positions was within a reasonable time, while 34.3% disagreed. Job descriptions appropriately describe job requirements, as affirmed by 71.7% of the respondents who agreed with this. 44.9 % of the respondents agreed that there is the monitoring of recruitment costs. On the other hand, respondents moderately agreed that; there was a need assessment before filling positions (44.9% of the respondents), recruitment is on merit (37.9% of the respondents), and exit interviews are conducted for leavers (33.8% of the respondents).

Table 4.4 Opinion of the respondent on the recruitment process

Statement	Strongly Disagree		Disagree		Moderately		Agree		Strongly Agree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
There is a well-defined recruitment process in place	0	0.0	2	1.0	24	12.1	98	49.5	74	37.4
Staff are informed of available opportunities	1	0.5	6	3.0	13	6.6	59	29.8	119	60.1
Vacant positions are filled within a reasonable time	12	6.1	68	34.3	36	18.2	70	35.4	12	6.1
A need assessment is always carried out before filling positions	1	0.5	34	17.2	89	44.9	61	30.8	13	6.6
Job descriptions appropriately describe job requirements	0	0.0	8	4.0	40	20.2	142	71.7	8	4.0
Recruitment is done on merit	0	0.0	72	36.4	75	37.9	37	18.7	13	6.6
Staff are made aware of their career development path	20	10.1	35	17.7	53	26.8	71	35.9	19	9.6
Exit interviews are	54	27.3	30	15.2	67	33.8	45	22.7	2	1.0
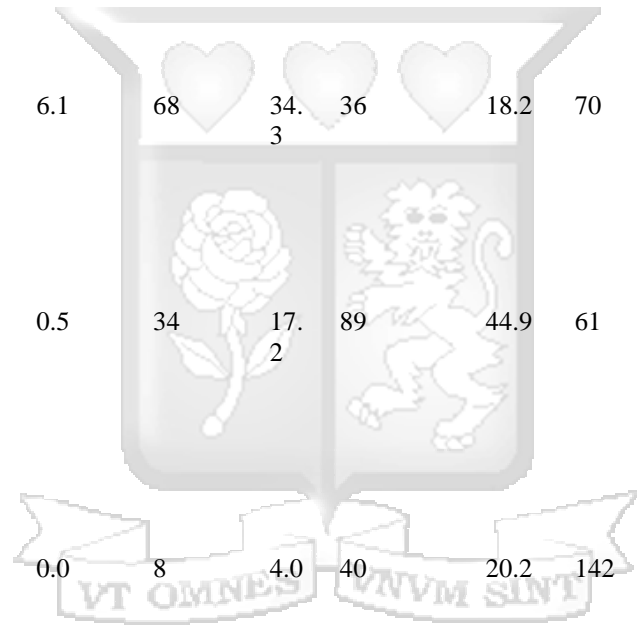
conducted
for leavers

| There is the monitoring of recruitment costs | 11 | 5.6 | 30 | 15.2 | 63 | 31.8 | 89 | 44.9 | 5 | 2.5 |

4.4.2 Relationship between recruitment and succession planning

Table 4.5 Regression results of the relationship between recruitment and succession planning

Model	**Summary**					
Model	R	R Square	Adjusted R	Square	Std. Error of	the estimate
1	0.891	0.794	0.793		0.2614	
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	51.499	1	51.499	753.95	0.000
	Residual	13.388	196	0.068		
	Total	64.887	197			
Coefficients						
		Unstandardized Coefficients	Standardized Coefficients		t	Sig.
Model						
		B	Std. Error	Beta		
1	(Constant)	-0.257	0.131		-1.963	0.051
	Recruitment	1.045	0.038	0.891	27.458	0.000

The relationship between recruitment and succession planning was assessed through a simple regression model, and the results are presented in Table 4.5. It can be seen from the findings that the value of R=0.891. This represents the simple correlation between succession planning and recruitment. It indicates that there exists a high degree of correlation between succession planning and recruitment. The value of R square = 0.794 indicates how much of the total variation in succession planning is explained by recruitment. It shows that 79.4% of the variation in succession planning is accounted for by recruitment. The value of adjusted R square =0.793 represents the total variation in succession planning, as explained by recruitment had the whole population data been used. The study findings show that the regression model predicts the dependent variable (succession planning) significantly well given that p-value (sig) =0.000<0.05 (5% significance level), indicating that the regression model is a good fit for the data. The coefficients of the regression model provide the necessary information to predict succession planning from recruitment. Furthermore, the results also provide information on whether recruitment's contribution is statistically

significant to the model. The coefficients of the model are obtained from the unstandardized coefficient column (B) and the regression model given as:

Succession planning = -0.257+ 1.045 recruitment.

The results showed that recruitment contributed statistically significantly to the model given the p-values 0.000 less than 0.05 (5% significance level).

4.5 The effect of training and development on effective succession planning in the public sector.

In this section, the researcher provides descriptive statistics on training and development on effective succession planning in the public sector. Furthermore, it also examines the relationship between training and development and succession planning in the public sector. It begins with descriptive statistics.

4.5.1 Descriptive statistics of training and development on succession planning

This study's second objective was to determine the effect of training and development on effective succession planning in the public sector. This was done on a Likert scale of 1-5, where 5= strongly agree, 4= Agree, 3= Moderately Agreed, 2= Disagree, and 1= Strongly Disagree.

The results in Table 4.6 indicate that the respondents agreed that; there are clear training and development policies in place (58.1%, n=115) and that a needs assessment is done before training (43.9%, n=87). The respondents also agreed that regular training helps employees improve their skills and competencies (78.8%, n=156), and the ministry has a Career Development Program for employees (51.0%, n=101). Further, they also agreed that training and development programs allow for growth in both current and future roles (41.4%, n=82), training is tailored to meet training needs identified (47.0%, n=93), there are incentives attached to the training (60.6%, n=120) and that training and development costs are known and monitored (64.1%, n=127). However, the respondents moderately agreed that; periodic reviews are done to assess training outcomes (49.5%, n=98), and employees in the Ministry are empowered to take responsibility and authority (40.4%, n=80).

Table 4.6 Opinion of the respondents on training and development

Statement	Strongly Disagree		Disagree		Moderately		Agree		Strongly Agree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
There is a clear training and development policy in place	3	1.5	4	2.0	41	20.7	115	58.1	35	17.7
A needs assessment is done before training	12	6.1	17	8.6	37	18.7	87	43.9	45	22.7
Regular training helps employees improve their skills and competencies	0	0.0	4	2.0	13	6.6	156	78.8	25	12.6
The Ministry has a Career Development Program for employees	3	1.5	2	1.0	55	27.8	101	51.0	37	18.7
Training and development programs allow for growth in both current and future roles	0	0.0	2	1.0	39	19.7	82	41.4	75	37.9
Training is tailored to meet training needs identified	6	3.0	8	4.0	48	24.2	93	47.0	43	21.7
Periodic reviews are done to assess	1	0.5	31	15.7	98	49.5	51	25.8	17	8.6

training outcomes									
There are incentives attached to the training	0	0.0	3	1.5	9	4.5	120	60.6	66	33.3
Employees in the Ministry are empowered to take responsibility and authority	19	9.6	38	19.2	80	40.4	57	28.8	4	2.0
Training and development costs are known and monitored	3	1.5	35	17.7	25	12.6	127	64.1	8	4.0

4.5.2 Relationship between training and development and succession planning

The relationship between training and development and succession planning was examined through a simple regression model, and the results are presented in Table 4.7. From the results, it can be seen from the findings that the value of R=0.525. This represents the simple correlation between succession planning and training and development. It indicates that there exists a moderate degree of correlation between succession planning and training and development. The value of R square = 0.276 indicates how much of the total variation in succession planning is explained by training and development. It shows that 27.6% of the variation in succession planning are accounted for by training and development. The value of adjusted R square =0.272 represents the total variation in succession planning, as explained by training and development had the population data been used. The study findings indicate that the regression model predicts the dependent variable (succession planning) significantly well given that p-value (sig) =0.000<0.05 (5% significance level), indicating that the regression model is a good fit for the data. The coefficients of the regression model provide the necessary information to predict succession planning from training and development. Furthermore, the results also provide information showing whether training and development's contribution is statistically significant to the model. The coefficients of the model are obtained from the unstandardized coefficient column (B) and the regression model given as:

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<div align="center">Succession planning = 0.024+ 0.876 training and development.</div>

From the results, training and development contributed statistically significantly to the model given the p-values 0.000 less than 0.05 (5% significance level).

Table 4.7 Regression results of the relationship between training and development and succession planning

Model	Summary					
Model	R	R Square	Adjusted R	Square	Std. Error of	the estimate
1	0.525	0.276	0.272		0.4897	
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	17.886	1	17.886	74.587	0.000
	Residual	47.001	196	.240		
	Total	64.887	197			
Coefficients						
		Unstandardized Coefficients	Standardized Coefficients		t	Sig.
Model						
		B	Std. Error	Beta		
1	(Constant)	0.024	0.381		0.062	.950
	Training and development	0.876	0.101	0.525	8.636	.000

4.6 The effect of performance management on effective succession planning in the public sector.

In this section, the researcher provides descriptive statistics on performance management's effect on effective succession planning in the public sector. Included is also an examination of the relationship between performance management and succession planning in the public sector. It begins with descriptive statistics.

4.6.1 Descriptive statistics of performance management on succession planning

This study's third objective was to determine the effect of performance management on effective succession planning in the public sector. This was done on a Likert scale of 1-5, where 5= strongly agree, 4= Agree, 3= Moderately Agreed, 2= Disagree, and 1= Strongly Disagree. The results in Table 4.8 indicate that the respondents agreed that; there is an effective performance appraisal system in place (42.9%, n=85), appraisals are scheduled and carried out promptly (39.4%, n=78), and that high levels of performance are recognized and rewarded (40.9%, n=81). The respondents also agreed that employees know how their performance impacts the organization (50.5%, n=100), the performance system improves service delivery (46.0%, n=91), and the system supports developmental opportunities (44.4%, n=88). Further, the respondents agreed that performers who need improvement are accorded developmental

opportunities (57.6%, n=114), and managers/supervisors in the Ministry discuss their development plans (44.4%, n=88). However, the respondents moderately agreed that; the employees believe the system is fair (38.9%, n=77).

Table 4.8 Descriptive statistics on performance management

Statement	Strongly Disagree		Disagree		Moderately		Agree		Strongly	Agree
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
There is an effective performance appraisal system in place	3	1.5	30	15.2	64	32.3	85	42.9	16	8.1
Appraisals are scheduled and carried out promptly	0	0.0	33	16.7	54	27.3	78	39.4	33	16.7
High levels of performance are recognized and rewarded	5	2.5	53	26.8	39	19.7	81	40.9	20	10.1
Employees know how their performance impacts the organization	7	3.5	12	6.1	56	28.3	100	50.5	23	11.6
The employees believe the system is fair	5	2.5	39	19.7	77	38.9	64	32.3	13	6.6
The performance system improves service delivery	0	0.0	22	11.1	74	37.4	91	46.0	11	5.6
The system supports developmental opportunities	0	0.0	8	4.0	44	22.2	88	44.4	58	29.3
Performers who need improvement are given developmental opportunities	0	0.0	2	1.0	11	5.6	114	57.6	71	35.9
Managers/Supervisors in the Ministry discuss with employees their development plans	0	0.0	2	1.0	53	26.8	88	44.4	55	27.8

Staff are provided with timely performance feedback	3	1.5	6	3.0	11	5.6	122	61.6	56	28.3

4.6.2 Relationship between performance management and succession planning

The relationship between performance management and succession planning was examined through a simple regression model, and the results are presented in Table 4.9.

Table 4.9 Regression results of the relationship between performance management and succession planning

Model	Summary					
Model	R	R Square	Adjusted R	Square	Std. Error of	the estimate
1	0.590	0.349	0.345		0.464	
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	22.624	1	22.624	104.922	0.000
	Residual	42.263	196	0.216		
	Total	64.887	197			
Coefficients						
		Unstandardized Coefficients	Standardized Coefficients		t	Sig.
Model						
		B	Std. Error	Beta		
1	(Constant)	-0.120	0.335		-0.358	0.721
	Performance management	0.926	0.090	0.590	10.243	0.000

From the results in Table 4.9, it can be seen from the findings that the value of R=0.590. This represents the simple correlation between succession planning and performance management. It indicates that there exists a moderate degree of correlation between succession planning and performance management. The value of R square = 0.349 indicates how much of the total variation in succession planning is explained by performance management. It shows that 34.9% of the variation in succession planning is accounted for by performance management. The value of adjusted R square =0.345 represents the total variation in succession planning, as explained by performance management, had the population data been used. The study findings indicate that the regression model predicts the dependent variable (succession planning) significantly well given that p-value (sig) =0.000<0.05 (5% significance level), indicating that the regression model is a good fit for the data. The coefficients of the regression model provide the necessary information to predict succession planning from performance management. Furthermore, the results also

provide information showing whether performance management contribution is statistically significant to the model. The coefficients of the model are obtained from the unstandardized coefficient column (B) and the regression model given as:

Succession planning = -0.120+ 0.926 performance management.

The results indicate that performance management contributed statistically significantly to the model given the p-values 0.000 less than 0.05 (5% significance level).

4.7 The effect of performance management on effective succession planning in the public sector.

In this section, the researcher provides descriptive statistics on rewards management's effect on effective succession planning in the public sector. Also provided is an examination of the relationship between rewards management and succession planning in the public sector. It begins with descriptive statistics.

4.7.1 Descriptive statistics of performance management on succession planning

This study's fourth objective was to determine the effect of rewards management on effective succession planning in the public sector. This was done on a Likert scale of 1-5, where 5= strongly agree, 4= Agree, 3= Moderately Agreed, 2= Disagree, and 1= Strongly Disagree

The study findings in Table 4.10 indicate that the respondents agreed that; reward system in place can attract and retain talent (51.0%, n=101) and that the reward system is administered to the letter (49.7%, n=98). The respondents also agreed that the employees are satisfied with the reward system (35.9%, n=71) and that the reward system encourages staff retention (45.5%, n=90). Further, the respondents agreed that staff feels valued and motivated (37.4%, n=74), and pay is equivalent to the level of training (28.8%, n=57). On the other hand, some respondents disagreed that; there is a link between pay and performance (33.3%, n=66).

Table 4.10 Descriptive statistics on rewards management

Statement	Strongly Disagree		Disagree		Moderately		Agree		Strongly Agree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Reward system in place can attract and retain talent	3	1.5	4	2.0	32	16.2	101	51.0	58	29.3
There is a link between pay and performance	37	18.7	66	33.3	24	12.1	42	21.2	29	14.6
Pay is equivalent to the level of training	46	23.2	53	26.8	21	10.6	57	28.8	20	10.1
Reward system is applied to the letter	3	1.5	6	3.0	37	18.8	98	49.7	53	26.9
Staff are satisfied with the reward system	6	3.0	16	8.1	66	33.3	71	35.9	39	19.7
Reward system encourages staff retention	0	0.0	4	2.0	44	22.2	90	45.5	60	30.3
Staff feel valued and motivated	0	0.0	8	4.0	50	25.3	74	37.4	66	33.3
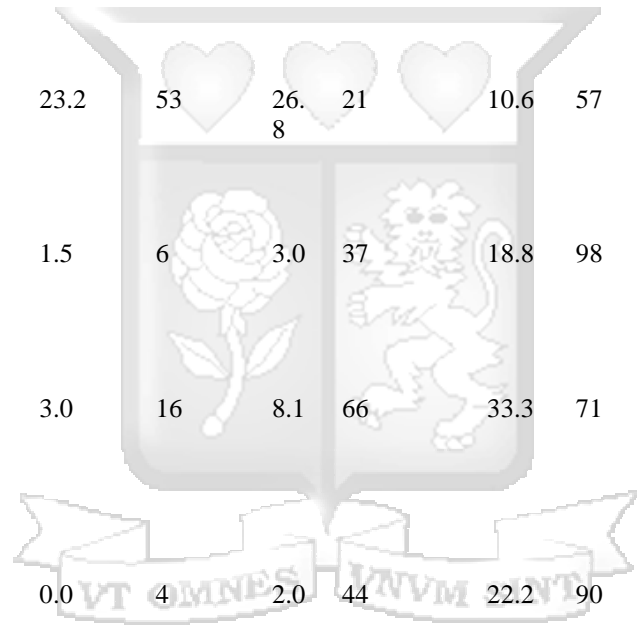
4.7.2 Relationship between rewards management and succession planning

The relationship between performance management and succession planning was examined through a simple regression model, and the results are presented in Table 4.11.

Table 4.11 Regression results of the relationship between rewards management and succession planning

Model	Summary					
Model	R	R Square	Adjusted R	Square	Std. Error of	the estimate
1	0.652	0.426	0.423		0.4367	
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	27.620	1	27.620	145.3	0.000
	Residual	37.267	196	0.190		
	Total	64.887	197			
Coefficients						
		Unstandardized Coefficients	Standardized Coefficients		t	Sig.
Model						
		B	Std. Error	Beta		
1	(Constant)	0.128	0.265		0.483	0.630
	Rewards management	0.880	0.073	0.652	12.052	0.000

The study findings in Table 4.11 indicate that the value of R=0.652. This represents the simple correlation between succession planning and rewards management. It indicates that there exists a substantial degree of correlation between succession planning and rewards management. The value of R square = 0.426 indicates how much of the total variation in succession planning is explained by rewards management. It shows that 42.6% of the variation in succession planning is accounted for by rewards management. The value of adjusted R square =0.423 represents the total variation in succession planning, as explained by rewards management had the population data been used. The study findings indicate that the regression model predicts the dependent variable (succession planning) significantly well given that p-value (sig) =0.000<0.05 (5% significance level), indicating that the regression model is a good fit for the data. The coefficients of the regression model provide the necessary information to predict succession planning from rewards management. Moreover, the results also provide information showing whether rewards management contribution is statistically significant to the model. The coefficients of the model are obtained from the unstandardized coefficient column (B) and the regression model given as:

Succession planning = 0.128+ 0.880 rewards management.

The results indicate that rewards management contributed statistically significantly to the model given the p-values 0.000 less than 0.05 (5% significance level).

4.8 Effective succession planning in the public sector

In this section, the researcher provides descriptive statistics on effective succession planning in the public sector. Included, an examination of the relationship between recruitment, training and development, performance management and rewards management, and succession plan in the public sector. It begins with descriptive statistics.

4.8.1 Descriptive statistics of succession planning

Effective succession planning in the public sector was measured on a Likert scale of 1-5, where 5= strongly agree, 4= Agree, 3= Moderately Agreed, 2= Disagree, and 1= Strongly Disagree. The study findings in Table 4.12 indicate that the respondents agreed that; staff is aware of the succession strategic document (60.1%, n=119) and that there is a precise method of implementing succession planning (35.9%, n=71). The respondents also agreed that there is a development plan for identified candidates (47.0%, n=93), senior management is aware of their role in succession planning (56.1%, n=111), and the senior management plays a crucial role in succession planning (37.9%, n=75). However, some respondents moderately agreed that; there is a link between the succession planning strategy and human resources strategies (31.8%, n=63). 25.8% (n=51) disagreed that there is a prescribed way of identifying potential succession candidates, 31.8% (n=63) disagreed that the current promotion system encourages succession planning management and 34.3% (n=68) disagreed that there is a periodical implementation review.

Table 4.12 Descriptive statistics on effective succession planning

Statement	Strongly Disagree		Disagree		Moderately		Agree		Strongly Agree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Staff are aware of the succession strategic document	0	0.0	2	1.0	15	7.6	119	60.1	62	31.3
There is a link between the succession planning strategy and human resources strategies	40	20.2	48	24.2	63	31.8	45	22.7	2	1.0
There is a precise method of implementing succession planning	49	24.7	54	27.3	19	9.6	71	35.9	5	2.5
There is a prescribed way of identifying potential succession candidates	41	20.7	51	25.8	45	22.7	50	25.3	11	5.6
There is a development plan for identified candidates	0	0.0	3	1.5	27	13.6	93	47.0	75	37.9
The current promotion system encourages succession planning management	36	18.2	63	31.8	23	11.6	56	28.3	20	10.1
Senior management is aware of their role in succession planning	3	1.5	3	1.5	26	13.1	111	56.1	55	27.8
Senior management plays a crucial role in succession planning	0	0.0	2	1.0	67	33.8	75	37.9	54	27.3
There is a periodical implementation review	40	20.2	68	34.3	40	20.2	42	21.2	8	4.0

4.8.2 Relationship between recruitment, training and development, performance management and rewards management and succession planning

The relationship between recruitment, training and development, performance management, and rewards management and succession planning were examined through a multiple regression model, and the results are presented in Table 4.13. The study findings indicate that the value of R=0.895. This represents the simple correlation between the dependent variable (succession planning) and independent variables. It indicates that there exists a high degree of correlation between the dependent variable and independent variables. The value of R square = 0.800 indicates how much of the total variation in succession planning is explained by independent variables. It shows that 80.0% of the variation in the dependent variable is accounted for by the independent variables. The value of adjusted R square =0.796 represents the total variation independent variable, as explained by independent variables, had the population data been used. The study findings indicate that the regression model predicts the dependent variable (succession planning) significantly well given that p-value (sig) =0.000<0.05 (5% significance level), indicating that the regression model is a good fit for the data. The coefficients of the regression model provide the necessary information to predict succession planning from independent variables. Moreover, the results also provide information showing whether independent variables' contribution is statistically significant to the model. The coefficients of the model are obtained from the unstandardized coefficient column (B) and the regression model given as:

Succession planning = 0.025+1.066 recruitment -0.139 training and development - 0.103 performance management + 0.151rewards management.

The results indicate that Recruitment contributed statistically significantly to the model given the p-values 0.000 less than 0.05 (5% significance level) while the rest were not statistically significant.

Table 4.13 Regression results of the relationship between recruitment, training and development, performance management and rewards management, and succession planning

Model	Summary					
Model	R	R Square	Adjusted R	Square	Std. Error of	the estimate
1	0.895	0.800	0.796		0.2591	
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	51.928	4	12.982	193.351	0.000
	Residual	12.958	193	.067		
	Total	64.887	197			
Coefficients						
		Unstandardized Coefficients	Standardized Coefficients		t	Sig.
Model						
		B	Std. Error	Beta		
1	(Constant)	0.025	.208		.121	0.903
	Recruitment	1.066	.057	0.909	18.642	0.000
	Training and Development	-0.139	.092	-0.083	-1.510	0.133
	Performance Management	-0.103	.097	-0.066	-1.065	0.288
	Rewards Management	0.151	.079	0.112	1.905	0.058

4.9 Chapter summary

In this Chapter, recruitment, training, development, performance management, and rewards management on effective succession planning in the public sector were assessed. The study findings from the simple linear regression models indicated that recruitment was the most impactful on the effective succession plan with a beta coefficient of 1.045. The results also suggest that 79.4% accounts for the variability in the effective succession plan. From multiple regression, the study established that recruitment significantly contributed to effective succession planning.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

Chapter five presents a summary of discussions, conclusions, and recommendations based on the study findings.

5.2 Summary of findings

The researcher aimed to establish human resources strategies for effective succession planning in the public sector in Kenya. The research centered on recruitment, training and development, performance, and rewards management on effective succession planning. The study relied on a descriptive research design. The target population was 483 drawn from government ministries and state departments with a sample of 216. The research obtained a response rate of 91.7%. Out of this, 54.5% were from the state departments and 45.5% from the ministries. Findings from the simple linear regression models indicated that recruitment was the most impactful on effective succession planning. The recruitment beta coefficient obtained was 1.045 accounting for 79.4% variability in effective succession planning. Assessment of training and development, performance, and rewards management through simple regression models also indicated significant predictors.

5.3 Discussion of findings

5.3.1 Recruitment and effective succession planning

Informing the staff about available opportunities was the most highly rated means of effective succession planning, with 60.1% (n=119) of the respondents firmly in agreement. This was in accord with Trang's (2017) finding that internal recruitment encouraged retention, hence qualified staff for succession. The generally low mean ratings on whether recruitment is done on merit could point to the possibility of a weak leadership strategic thinking. This finding is supported by Stadler (2011), who acknowledged that weak leadership strategic thinking results in misalignment of the company's plans and hence hindering effective succession planning. The authors posit that the improved identification, developing, and retaining of potential successors for critical roles at different levels within an organization yields positive results in strengthening its strategic plans and growth.

The model summary depicting the independent variables' overall relative impact on the dependent variable presented an R square value 0.794, thereby indicating that 79.4% of the

variation in the dependent variable (effective succession planning) was accounted for by the generated model. Given that the sample size was deemed sufficiently high (above 70%), the R square value was interpreted over the adjusted R square value. The significance values associated with the predictors were lower than 0.05, indicating that the coefficients were valid at a 95% confidence level. A unit increase in recruitment resulted in a 1.045 increase in the succession. There was an agreement among respondents, which Madichie and Nyakangó (2016) supported, who indicated that among the questions of importance in effective succession planning is competent and professional recruitment.

5.3.2 Training and development and effective succession planning
The availability of incentives attached to the training had the most significant influence among the respondents, while employees' empowerment in the ministry to take responsibility and authority had the least impact. The regression model summary showing the effect of training and development on the effective succession planning presented an R square value of 0.276, which indicates how much of the total variation in the effective succession planning is explained by training and development. In this case, 27.6% of the difference in effective succession planning is accounted for by training and development.

The significance values associated with the predictor were lower than 0.05, indicating that the coefficient was statistically significant at a 95% confidence level. The study established that a unit increase in training and development resulted in a 0.876 increase in effective succession planning. The study's findings are consistent with Obi-Anike and Ekwe (2014), who established that there was a positive relationship between training and development on the effectiveness of an organization and staff retention, hence the availability of staff who can take up different roles. The training was recognized as an effective way of equipping employees with skills and knowledge to enable trainees to achieve set goals and overall strategic objectives.

5.3.3 Performance management and effective succession planning
The study established that discussion between managers/supervisors in the ministry and the employees about their development plans, thereby informing the staff about available opportunities, was the most highly rated as a means of effective succession planning. The slight low mean ratings on whether high levels of performance are recognized and rewarded pointed to a possibility of no link between training and effective succession planning, especially where strategic leadership thinking was lacking as established by Asfaw et al.

(2015) in their research. The model summary depicting the independent variables' overall relative impact on the dependent variable presented an R square value 0.345, thereby indicating that 34.5% of the variation in the dependent variable (effective succession planning) was accounted for by the generated model. Given that the sample size was deemed sufficiently high (above 70%), the R square value was interpreted over the adjusted R square value.

The significance values associated with the predictors were lower than 0.05, indicating that the coefficients were valid at a 95% confidence level. A unit increase in performance resulted in a 0.926 increase in the succession. There was an agreement among respondents, supported by Asfaw et al. (2015), who found a positive correlation between training and development and employee performance and efficiency. Furthermore, Waruiru and Kagiri (2015) also reported similar results. The results indicated that talent retention, career management, and training and development had a positive relationship with NGO's performance due to succession planning.

5.3.4 Rewards management and effective succession planning

The availability of the reward system can attract and retain talent. Recruitment had the most significant influence, while payment equivalent to training had the least impact. The regression model summary showing the effect of rewards management on effective succession planning presented an R square value of 0.426, indicating how much of the total variation in the effective succession planning is attributable to rewards management. In this case, 42.6% of the change in effective succession planning is accounted for by rewards management.

The significance values associated with the predictor were lower than 0.05, indicating that the coefficient was significant at a 95% confidence level. The study established that a unit increase in rewards management resulted in a 0.880 increase in effective succession planning. The findings being similar to Güngör (2011) conclusions, in which the author established that benign reward systems had a positive impact on performance. Furthermore, the staff was more motivated when recognized and promoted and not necessarily by the reward system to bring out an aspect of intrinsic motivation as espoused by Kwenin et al. (2013) in their study. Also, the results are consistent with the findings in Nwosu's (2014) study in which the author showed that the Vodafone's management was using an equitable pay. Fair compensation led to increased staff retention, coupled with staff supportive policies

and excellent training opportunities, the offering of exciting and challenging opportunities as the main strategies to retain employees.

5.3.5 Recruitment, training and development, performance management, reward management, and succession planning

The research findings indicate that the adoption of recruitment, performance management, rewards management influenced succession planning. The multiple regression model results show the effect of the independent variables on succession planning, presenting an R-value of 0.800. The results indicate that recruitment contributed significantly to the model, which agrees with simple regression results.

However, under the multiple regression training and development, performance and rewards management was not as significant as recruitment. The results agree with earlier studies where one variable is correlated, and the results differ from the use of a summative model application. Findings by Friday (2019) indicate that training significantly impacts succession planning. However, Pandey and Sharma (2014) conclude the importance of evaluating the different human resources strategies collectively to establish linkages. The findings of the study agree with an investigation by Ahmed et al. (2016) that a well-defined recruitment process help in coming up with the appropriate training and development programs, the development of robust appraisal performance management systems, and ensuring a reward system that attracts and retains talent for succession.

5.4 Conclusions

The study findings showed that recruitment had the highest impact on effective succession planning out of the four independent variables. A unit increase in rating of recruitment had a 1.045 impact on increasing effective succession planning. This finding was significant at the 95% confidence level, making it apparent that improving recruitment procedures would result in effective succession planning. Performance management had the second-highest impact on effective succession planning. A unit increase in performance management scores was associated with a 0.926 increase in effective succession planning. This finding was significant at the 95% confidence level. The impact of rewards management was the third most significant, by magnitude, in determining effective succession planning; this presented a beta value of 0.880. An increase in unit rewards management increased by 0.880 in effective succession planning. The relationship was established to be significant at a 95% confidence level. Training and development presented the lowest beta value, with a value of 0.876. This was significant at the 95% confidence level. The multiple regression model

confirmed the fact that recruitment plays a vital role in enhancing effective succession planning.

5.5 Recommendations

The researcher recommends that the ministries and state departments should consider leveraging on training and promotion that will enable them to retain the valuable skills to enhance effective succession and retention of skilled staff.

Moreover, the researcher recommends that government ministries and state departments incorporate succession planning in the organizational strategic human resource planning to help develop appropriate policies.

The researcher also recommends that the government ministries and state departments conduct detailed focused research on why training and development have little influence on succession planning. Further, a review of the training approaches adopted to enable choosing those strategies aligned with expanding employee productivity and succession planning.

5.6 Limitation and Suggested Areas for Further Research

The study was limited to human resource professionals and heads of departments. The researcher proposes the inclusion of employees in future studies. The research also used questionnaires as the only data collection method. To enrich future findings, the researcher suggests the use of other data collection methods like interviews. The researcher identifies the following areas for further research:

i.   An investigation of the factors affecting employee motivations in reward management for succession management.

ii. An investigation of the challenges associated with effective succession planning within the public sector.

iii. There is a need to establish employee performance management's contribution to enhancing employee output and effective succession planning.

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APPENDICES

APPENDIX I: INTRODUCTORY LETTER

Ole Sangale Rd, Madaraka Estate,
P.O. Box 59857 00200, Nairobi, Kenya.
Cell: +254 703 414/6/7, Twitter: @SBSKenya

Email: info@sbs.ac.ke or vist www.sbs.strathmore.edu

Strathmore
UNIVERSITY
BUSINESS SCHOOL

16th March 2020

RE: FACILITATION OF RESEARCH – PATRICIA MUTUNGA

This is to introduce Patricia Mutunga who is a Master of Business Administration (MBA) Student at Strathmore University Business School, admission number MBA 14281/18. As part of our MBA Program, Patricia is expected to do applied research and undertake a project. This is in partial fulfilment of the requirements of the MBA course. To this effect, she would like to request for appropriate data from your organization.

Patricia is undertaking a research paper on **"Human Resource Strategies for Effective Succession Planning in the Public Sector in Kenya."** The information obtained from your organization shall be treated confidentially and shall be used for academic purposes only.

Our MBA seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share our findings with you after the research, and we trust that you will find them of great interest and of practical value to your organization.

We appreciate your support and shall be willing to provide any further information if required.

Yours sincerely,

Veronica Muniu
Manager – Masters' Programs.

Strathmore Business School is a Proud member of;

Association of African
Business Schools   AABS   EFMD   AACSB

APPENDIX II: PARTICIPANT INFORMATION AND CONSENT FORM

PARTICIPANT INFORMATION AND CONSENT FORM

HUMAN RESOURCE STRATEGIES FOR EFFECTIVE SUCCESSION PLANNING IN THE PUBLIC SECTOR IN KENYA

SECTION 1: INFORMATION SHEET

Investigator: Patricia M. Mutunga

Institutional affiliation: Strathmore Business School (SBS)

SECTION 2: INFORMATION SHEET–THE STUDY

2.1: Why is this study being carried out?

To determine human resource strategies for effective succession planning in the public sector in Kenya

2.2: Do I have to take part?

No. Taking part in this study is entirely optional, and the decision rests only with you. If you decide to take part, you will be asked to complete a questionnaire to get information on succession planning. If you are not able to answer all the questions successfully the first time, you may be asked to sit through another informational session, after which you may be asked to answer the questions a second time. You are free to decline to take part in the study from this study at any time without giving any reasons.

2.3: Who is eligible to take part in this study?

Human Resource professionals and heads of departments in government ministries and state departments.

2.4 What will taking part in this study involve for me?

You will be approached by Patricia M. Mutunga and requested to take part in the study. If you are satisfied that you fully understand the goals behind this study, you will be asked to sign the informed consent form (this form) and then taken through a questionnaire to complete.

2.5 Are there any risks or dangers in taking part in this study?

There are no risks in taking part in this study. All the information you provide will be treated as confidential and will not be used in any way without your express permission.

2.6 Are there any benefits of taking part in this study?

The information will be used to improve succession planning in the public sector.

2.7: What will happen to me if I refuse to take part in this study?

Participation in this study is entirely voluntary. Even if you decide to take part at first but later change your mind, you are free to withdraw at any time without explanation.

2.8 Who will have access to my information during this research?

All research records will be stored in securely locked cabinets. That information may be transcribed into our database but this will be sufficiently encrypted and password protected. Only the people who are closely concerned with this study will have access to your information. All your information will be kept confidential.

2.9: Who can I contact in case I have further questions?

You can contact me, Patricia M. Mutunga , at SBS, or by e-mail patricia.mutunga@strathmore.edu, or by phone +254721723205. You can also contact my supervisor, Dr. Joseph Odhiambo at the Strathmore Business School, Nairobi, or by e-mail jonyango@strathmore.edu or by phone +254 703034000

If you want to ask someone independent anything about this research please contact:
The Secretary–Strathmore University Institutional Ethics Review Board, P. O. BOX 59857, 00200, Nairobi, email ethicsreview@strathmore.edu Tel number: +254 703 034 375

I, _____, have had the study explained to me. I have understood all that I have read and have had explained to me and had my questions answered satisfactorily. I understand that I can change my mind at any stage.

Please tick the boxes that apply to you;
Participation in the research study

I AGREE to take part in this research ………………………………………….

I DO NDON'T AGREE to take part in this research………………………..

Storage of information on the completed questionnaire

I AGREE to have my completed questionnaire stored for future data analysis

I DO NDON'T AGREE to have my completed   Date: _____ / _____ / _____
questionnaire stored for future data analysis

Participant's Signature:

_____

DD / MM / YEAR

Participant's Name: Time: _____ / _____

_____

(Please print name)   *HR / MN*

APPENDIX III: ETHICAL CLEARANCE

Strathmore
UNIVERSITY

21ˢᵗ April 2020

Ms Mutunga, Patricia
patricia.mutunga@strathmore.edu

Dear Ms Mutunga,

RE: Human resource strategies for effective succession planning in the public sector in Kenya

This is to inform you that SU-IERC has reviewed and **approved** your above research proposal. Your application approval number is **SU-IERC0760/20.** The approval period is **21ˢᵗ April 2020 to 20ᵗʰ April 2021.**

This approval is subject to compliance with the following requirements:

i. Only approved documents including (informed consents, study instruments, MTA) will be used

ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-IERC.

iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-IERC within 72 hours of notification

iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-IERC within 72 hours

v. Clearance for export of biological specimens must be obtained from relevant institutions.

vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.

vii. Submission of an executive summary report within 90 days upon completion of the study to SU-IERC.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://oris.nacosti.go.ke and also obtain other clearances needed.

Yours sincerely,

for Dr Virginia Gichuru,
Secretary; SU-IERC

STRATHMORE UNIVERSITY INSTITUTIONAL
ETHICS REVIEW COMMITTEE
(SU-IERC)

2 1 APR 2020

TEL: +254 (0)703 034 000
P. O. Box 59857 - 00200
NAIROBI - KENYA

Cc: Prof Fred Were,
Chairperson; SU-IERC

Ole Sangale Rd, Madaraka Estate, PO Box 59857-00200, Nairobi, Kenya. Tel +254 (0)703 034000
Email info@strathmore.edu www.strathmore.edu

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APPENDIX IV: RESEARCH LICENSE

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 431294

Date of Issue: 28/April/2020

RESEARCH LICENSE

This is to Certify that Ms.. Patricia Munyiva Mutunga of Strathmore University, has been licensed to conduct research in Nairobi on the topic: Human Resource Strategies for Effective Succession Planning in the Public Sector in Kenya for the period ending : 28/April/2021.

License No: NACOSTI/P/20/4853

431294
Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

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APPENDIX V: RESEARCH INSTRUMENT

QUESTIONNAIRE

HUMAN RESOURCE STRATEGIES FOR EFFECTIVE SUCCESSION PLANNING IN THE PUBLIC SECTOR IN KENYA

All gathered information is for academic purposes and will be treated with the utmost confidentiality. During report writing, the researcher will maintain anonymity.

SECTION A: GENERAL INFORMATION

1. Respondent Name (Optional): …………………………………….

2. Name of Ministry/State Department: …………………………………………………………..

3. Gender: ☐ Female ☐ Male

4. Age Group: ☐ 18-25 Years ☐ 26-35 Years ☐ 36- 45 Years ☐ 46 – 55 Years

☐ Over 55 Years

5. Years of Service: ☐ 0-5 Years ☐ 6-10 Years ☐ 11-15 Years ☐ 16-20 Years

☐ Over 20 Years

6. Level of Education: ☐ Certificate/Diploma ☐ Undergraduate ☐ Post Graduate

7. Position: …………………………………………………………………………

8. Job Group: …………………………………………………………………….

Length of time in this Job Group: …………………………………………..

SECTION B: RECRUITMENT

The following statements are on recruitment.

Please rate the following statements on a scale of 1 to 5, where 1 = strongly disagree and 5 = strongly agree. Place a tick in the appropriate box.

No.	Description	Strongly disagree	Disagree	Neither	Agree	Strongly agree
9.	There is a well-defined recruitment process in place					
10.	Staff are informed of available opportunities					
11.	Vacant positions are filled within a reasonable time					
12	A need assessment is always carried out before filling positions					
13.	Job descriptions appropriately describe job requirements					
14.	Recruitment is done on merit					
15.	Staff are made aware of their career development path					
16.	Exit interviews are conducted for leavers					
17.	There is the monitoring of recruitment costs					

SECTION C: TRAINING AND DEVELOPMENT

The following statements are on training and development.

Please rate the following statements on a scale of 1 to 5, where 1 = strongly disagree and 5 = strongly agree. Place a tick in the appropriate box.

No.	Description	Strongly disagree	Disagree	Neither	Agree	Strongly agree
18.	There are clear policies on training and development					
19.	A needs assessment is done before training					
20.	Regular training helps employees improve their skills and competencies					
21.	The Ministry has a Career Development Program for employees					
22.	Training and development programs allow for growth in both current and future roles					
23.	Training is tailored to meet training needs identified					
24.	Periodic reviews are done to assess training outcomes					
25.	There are incentives attached to the training					
26.	Employees in the Ministry are empowered to take responsibility and authority					
27.	Training and development costs are known and monitored					

SECTION D: PERFORMANCE MANAGEMENT

The following statements are on Performance Management.

Please rate the following statements on a scale of 1 to 5, where 1 = strongly disagree and 5 = strongly agree. Place a tick in the appropriate box.

No.	Description	Strongly disagree	Disagree	Neither	Agree	Strongly agree
28.	There is a performance appraisal system in place					
29.	Appraisals are scheduled and carried out promptly					
30.	High performance is recognized and rewarded.					
31.	Employees know how their performance impacts the organization.					
32.	The employees believe the system is fair.					
33.	The performance system improves service delivery					
34.	The system supports developmental opportunities					
35.	Performers who need improvement are given developmental opportunities.					
36.	Managers/Supervisors in the Ministry discuss with employees their development plans					
37.	Staff are provided with timely performance feedback					

SECTION E: REWARDS MANAGEMENT

The following statements are on rewards management.

Please rate the following statements on a scale of 1 to 5, where 1 = strongly disagree and 5 = strongly agree. Place a tick in the appropriate box.

No.	Description	Strongly disagree	Disagree	Neither	Agree	Strongly agree
38.	Reward management in place can attract and retain talent					
39.	There is a linkage between pay and performance					
40.	Pay is equivalent to the level of training					
41.	Reward system is applied to the letter					
42.	Staff are satisfied with the reward system					
43.	Reward system encourages staff retention					
44.	Staff feel valued and motivated					

SECTION F: EFFECTIVE SUCCESSION PLANNING

The following statements are on effective succession planning.

Please rate the following statements on a scale of 1 to 5, where 1 = strongly disagree and 5 = strongly agree. Place a tick in the appropriate box.

No.	Description	Strongly disagree	Disagree	Neither	Agree	Strongly agree
45.	Staff are aware of the succession strategic document					
46.	There is a linkage between succession strategy and human resources strategies					
47.	There is a precise method of succession planning implementation					
48.	There is a prescribed way of identifying potential succession candidates					
49.	There is a development plan for identified candidates					
50.	The current promotion system encourages succession planning management					
51.	Senior management is aware of their role in succession planning					
52.	Senior management plays a critical role in succession planning					
53.	There is a periodical implementation review.					

THANK YOU

APPENDIX VI: LIST OF GOVERNMENT MINISTRIES

1. Interior and Coordination of National Government
2. National Treasury
3. Foreign Affairs and International Trade
4. Defense
5. Health
6. Education, Science, and Technology
7. Transport and Infrastructure Development
8. Devolution and Arid and Semi-Arid Lands (ASALS)
9. Lands
10. Environment and Forestry
11. Mining and Petroleum
12. Agriculture and Irrigation
13. Eastern African Community and Northern Corridor Development
14. Labour and Social Protection
15. Tourism and Wildlife
16. Water and Sanitation
17. Public Service, Youth, and Gender Affairs
18. Energy
19. Industrialization and Enterprise Development
20. Information, Communication, and Technology
21. Sports and Heritage

Source: MyGov (2019)

APPENDIX VII: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT STRUCTURE

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┌─────────────────────────┐
│ Director Human          │
│ Resource Management     │
│ and Development         │
└─────────────────────────┘
     │
     ├── ┌─────────────────────────┐
     │   │ Deputy Director         │
     │   └─────────────────────────┘
     │
     ├── ┌─────────────────────────┐
     │   │ Senior Assistant        │
     │   │ Director                │
     │   └─────────────────────────┘
     │
     ├── ┌─────────────────────────┐
     │   │ Assistant Director      │
     │   └─────────────────────────┘
     │
     ├── ┌─────────────────────────────────┐
     │   │ Principal Human Resource        │
     │   │ Management Officer (PHRMO)       │
     │   └─────────────────────────────────┘
     │
     ├── ┌─────────────────────────────────┐
     │   │ Chief Human Resource Managemtent│
     │   │ Officer (CHRMO)                 │
     │   └─────────────────────────────────┘
     │
     ├── ┌─────────────────────────────────┐
     │   │ Chief Human Resource Management │
     │   │ Assistant (CHRMA)               │
     │   └─────────────────────────────────┘
     │
     ├── ┌─────────────────────────────────┐
     │   │ Senior Human Resource Management│
     │   │ Officer (Snr. HRMO)             │
     │   └─────────────────────────────────┘
     │
     ├── ┌─────────────────────────────────┐
     │   │ Senior Human Resource Management│
     │   │ Assistant (Snr. HRMA)           │
     │   └─────────────────────────────────┘
     │
     ├── ┌─────────────────────────────────┐
     │   │ Human Resource Management Officer 1 │
     │   │ and 2 (2 entry) (HRMO)          │
     │   └─────────────────────────────────┘
     │
     └── ┌─────────────────────────────────┐
         │ Human Resource Managemnt Assistant │
         │ 1, 2 and 3(3 entry) (HRMA)      │
         └─────────────────────────────────┘
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APPENDIX VIII: GENERIC DEPARTMENTS IN A MINISTRY

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                                          ┌─ Human Resource and Development
                                          │
                                          ├─ Information Communication
                                          │  Technology
                                          │
                                          ├─ Finance and Accounting
                                          │
                                          ├─ Procurement (Supply Chain Management)
                                          │
              Chief Director              ├─ Counselling
Cabinet Secretary ─────────┐             │
                           └─────────────┼─ Records Management
                                          │
                                          ├─ Office Administration Services
                                          │
                                          ├─ Reception Services
                                          │
                                          ├─ Economic Planning
                                          │
                                          └─ Administration
```