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**The Influence of Leadership Styles on Succession Planning Among Private  
Telecommunication Firms in Nairobi County, Kenya.**

**Grace Wangui Njiru**

**Submitted in partial fulfillment of the requirements for the Degree of Master of  
Commerce at Strathmore University**



**October 2022**

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## ABSTRACT

The successful transition of leadership from one generation to the next has become a significant milestone that an organization must achieve to ensure its longevity and competitive advantage. Firms that have been successful in this endeavor have earned a strong reputation in their industry, and those that have failed serve as examples of what not to do during the succession planning process. Ineffective leadership styles have hampered the successful implementation of succession planning programs. High staff turnover, political instability, and rapid technological advancements are other contributing factors. The purpose of this research was to determine the influence of leadership styles on succession planning in private telecommunication firms in Nairobi County, Kenya. The specific objectives of this study were to determine the influence of transactional leadership style, transformational leadership style, and laissez-faire leadership style on succession planning among private telecommunication firms in Nairobi County, Kenya. The Full Range of Leadership Theory and the Kirkpatrick Model guided the study. This study's population comprised 56 private telecommunications firms, specifically Network Facilities Provider Tier 3 firms operating in Nairobi County, Kenya. The study used a census method thus all the fifty-six firms were included in the study. However, the purposive sampling technique used two respondents in each firm, resulting in a sample size of 112 respondents. Primary data was collected using questionnaires which were distributed either physically or online. Data analysis was done using descriptive statistics, inferential statistics, and multiple regression analysis. Tables and figures were used for data presentation and interpretation. The findings revealed a positive and strong correlation between leadership styles (independent variables) and succession planning (dependent variable). The transactional leadership style had the greatest influence on succession planning followed by the transformational leadership style while the laissez-faire leadership style had the least influence on succession planning. Overall, the study found a connection between transactional, transformational, and laissez-faire leadership styles and succession planning in private telecommunications firms in Nairobi County, Kenya. According to the research findings, leaders in the private telecommunications firms in Nairobi County, Kenya should adopt leadership styles that lead to an effective succession planning program in their firms. This will ensure the smooth transition of businesses from one generation to the next. The study was limited by time, availability, and accessibility constraints, particularly on the respondents' side because the majority worked from home, opting for an online administered questionnaire. The study also recommended that additional research be conducted on other companies in the sector to generalize the findings.

**Keywords:** Transactional leadership style, Transformational leadership style, Laissez-faire leadership style, Succession planning.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

CAK	Communications Authority of Kenya
CEOs	Chief Executive Officer
GDP	Gross Domestic Product
IEA	International Energy Agency
KNBS	Kenya National Bureau of Statistics
MLQ	Multifactor Leadership Questionnaire
NACOSTI	National Commission for Science, Technology, and Innovation
NFP	Network Facilities Provider
PLS	Partial Least Square
SMEs	Small and Medium Enterprises
SPSS	Statistical Package of Social Sciences
ULF	Unified Licensing Framework (ULF)



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## DEDICATION

This study is dedicated to my mother whose support has been unequivocal. I also dedicate it to my cousin Diana Wangui whom I would love to see pursue her Master's degree as well. I also dedicate this research to my unborn children; may they reach this education level and surpass it.



# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Modern organizations need talented people for their management and leadership roles (Ahmadi & Salehi, 2016). An organization needs a select and apply a variety of leadership styles to navigate dynamic business environments. Effective leadership is essential for navigating difficult environments and for being able to recognize the organization's short- and long-term demands for human resources to secure its longevity (Ahmadi & Salehi, 2016).

According to Sorenson's (2019) research findings, the type of leadership style that a company's founder employed played an important part in the development of an effective succession plan. The level of production, efficiency, effectiveness, and competitiveness of the organization rested primarily on its leadership. The absence of immediate successors in multiple senior management roles would seriously harm an organization's capacity to function. Because of this, most businesses employ specific programs to hire qualified candidates for a range of positions, reducing the chance that they won't have the right people available when they're needed.

Managing subordinates successfully is crucial to management success (Ahmadi Baladehi & Salehi, 2016). Contemporary management theories state a manager's responsibility as a leader includes building mutually beneficial connections with employees. Due to the importance of organizational leadership, theorists and academicians have sought to identify excellent leadership styles. A successful leader makes work easier for employees, which affects them directly and indirectly. Modern businesses at the forefront of innovation understand how crucial it is to continually train and develop their staff members to support company success. Pioneering organizations have therefore tasked some individuals with this role to ensure continuous talent identification, training, and successful implementation of the succession planning program.

Succession planning entails a strategy for passing on leadership roles often the ownership of a company/organization to an employee or group of employees (Owolabi & Adeosun, 2021). Phillips (2021), argued that succession planning involved cross-training employees so that they developed skills, company knowledge, and a holistic understanding of the company, which would aid in the emergency/contingency plans or long-term plans of the firm. Since succession planning was done ahead of time, it made the transition much smoother for everyone involved. Employees, new leaders, and teams all had the chance to interact and build a work style. According to Desarno, Perez, Rivas, Sandate, Reed, and Fonseca (2021), the development of successful succession planning strategies helped firms assess their current condition and identify key workers who would eventually take over leadership and senior management roles.

Organizations and their success have had a direct cause-and-effect relationship with leadership; leaders determined values, culture, change tolerance, and employee drive (Bhatti, Kiyani, Dust & Zakariya, 2021). Leaders shaped institutional strategies including their execution and effectiveness and can appear at any level of an institution, not just the managerial level (Bhatti et al, 2021). Successful leaders influenced those around them to reap maximum benefit from the organization's resources, including its most vital and expensive: its people (Bhatti et al, 2021). Leadership style impacted the organization by affecting employee morale, productivity, decision-making speed, and metrics (Alhashedi, Bardai, Al-Dubai & Alaghbari, 2021). Successful leaders carefully analyzed problems, assessed the skill level of subordinates, considered alternatives, and made informed choices.

Organizations reap enormous benefits from properly implemented succession strategies. These include; financial and organizational stability, transfer and preservation of institutional technology and knowledge, increased innovation, reduced turnover costs, improved operational continuity, improved risk management skills, systematic development of leadership competencies, improved business performance, value, and organizational sustainability (Christian Koropp & Gygax, 2013; Darnell & Campbell, 2015; Vincent, 2017).

### **1.1.1 Leadership Styles**

Northouse (2016) described leadership as the ability to persuade others to work together to achieve a common goal. As a result, a leader's leadership style was described as the strategies he or she adopts when providing guidance, putting plans into action, and encouraging others. The behaviors that a leader demonstrated when directing, motivating, guiding, and managing groups of people constituted a leader's leadership style. Leadership style refers to the manner and method of providing guidance, implementing plans, and motivating others. It encompassed the entire pattern of the leader's explicit and tacit behaviors as observed by the workforce. Various leadership styles include democratic, autocratic, laissez-faire, transformational, and transactional (Nanjundeswaraswamy, & Swamy, 2014).

In a democratic leadership style, individuals played a more active part in decision-making. Everyone participated and voiced their opinions freely, and also debates were encouraged (Khan et al, 2020). Democratic leadership resulted in improved ideas and more creative approaches to resolving issues since members of the group are incentivized to speak up and share their points of view and opinions (Nanjundeswaraswamy & Swamy, 2014). The leader, however, retained the final decision-making authority. Leaders who employed this leadership style gained respect from their followers. One major drawback of this leadership style was that it resulted in failed communication and unfinished projects when there was uncertainty in role allocation. This leadership style was best applied in situations where the followers possessed the relevant expertise and were motivated to impart that expertise to others.

The autocratic leadership style was characterized by leaders telling their workforce what they wanted to be done and how it was to be done without consulting them (Puni, Ofei & Okoe, 2014). This technique was more suitable where the leader needed to make quick decisions, subordinates preferred supervision and were less competent and secrecy was to be observed. The drawbacks of this leadership style were that creativity was hindered, employees had no free will, and the leader made all decisions that would be costly to the organization if he was wrong thus threatening organizational continuity.

The transactional leadership style is one where followers were motivated to collaborate through the use of both contingent rewards and sanctions. Transactional leaders motivated their workforce in the short term by implementing a system of incentives and sanctions (McCleskey, 2014). This type of transactional style was best applied where scrutiny of the work done was required needed, or during crises and emergencies. However, this leadership style hinders long-term vision, discourages creativity, lacked empathy (Robbins & Judge, 2017).

Transformational leaders sought to engage, energize, inspire and motivate their workforce to be innovative and bring about change that would advance the organization and ensure its future success. This leadership style was developed by John Kotter and included four components; Individualized Consideration, Intellectual Stimulation, Inspirational Motivation, and Idealized Influence (McCleskey, 2014). Leaders applying this leadership style create ethical environments, establish open communication channels, and increase staff retention and morale while the drawbacks are loss of individualism, employee pressure or burnout, need for continuous communication, and feedback (Yin, Ma, Yu, Jia & Liao, 2019).

The Laissez-faire leadership style was used by leaders who delegated decision-making to their employees. However, the leader was still accountable for the decisions made and also responsible for resource provision. The laissez-faire leadership style worked best in situations where the team members were highly qualified professionals who could operate independently and generate results. This style's main flaws were its lack of accountability, apathy, and avoidance (Puni, Ofei & Okoe, 2014).

Burns' (1978) Full Range of Leadership theory provided credibility to the concept of leadership style applied in this research. According to the Full Range of Leadership theory (Bass & Avolio, 2004), there were three different types of leadership styles; transactional, transformative, and laissez-faire leadership styles. Transactional leadership focused on contingency rewards and active and passive management by exception. Idealized influence, inspiring motivation, intellectual stimulation, and individualized consideration were the four pillars of the transformative leadership style.

The laissez-faire leadership style embraced a hands-off management approach. For this study, the three leadership styles identified by the Full Range of Leadership theory namely; transactional, transformational, and laissez-faire leadership styles were selected to fulfill the research objective based on their motivational characteristics as explained above (Benjamin, 2006).

### **1.1.2 Succession Planning**

Succession planning referred to the process of selecting and equipping the human resources of a company to take on key roles and responsibilities in the future through various training programs (Zeinaldinibidmeshki et al. 2014). It involved the selection of individuals from a pool of candidates who were both qualified and skilled for placement in senior management positions within the organization (Mohammadi & Sharafi, 2016). Succession planning was the act of identifying and developing current employees of a company who had the potential to eventually assume key leadership roles in the business. The process of identifying and training potential successors to meet the organization's immediate and long-term strategic needs was known as succession planning (Rothwell, 2015).

High organizational performance was more likely to lead to a relay succession. This was because a new leader arose from within the organization, whereas low organizational performance was more likely to prevent such a succession, according to various management studies (Rothwell, 2015). A company's strategic planning and strategic vision should be supported and complemented by the succession planning process, which also served as a vital foundation for initiatives aimed at fostering employee development and leadership. This was due to the importance of succession planning to an organization's long-term success (Rothwell, 2015). Succession planning enhanced the possibility that there would be individuals on hand who were knowledgeable and prepared to take on these responsibilities as soon as a gap was formed.

According to the framework that was developed by Rubin, Powers, and Illia (2007), the succession planning process was comprised of six essential components. These entailed establishing the skills and competencies required at each leadership level; identifying a pool of candidates for various leadership positions; evaluating candidates for respective

leadership positions; implementing individual development plans using a variety of methods including coaching, mentoring, formal training, on-the-job training, special assignments, and leadership workshops, among other things.

The succession planning process was a lengthy preparation process (Long, Johnson, Faught & Street, 2013). The process entailed seven steps which were described in the seven-pointed star model that was first proposed by Rothwell (2010). These steps were; to commit, evaluate current work, rate individual performance, evaluate future work, rate individual potential, close the development gap, and evaluate the succession planning program (Rothwell, 2010). Through the application of the seven-pointed star model, the systematic process of succession planning helped to ensure the continuity of leadership in key positions, the preservation and expansion of knowledge capital, and individual advancement (Rothwell, 2015).

Kirkpatrick (1960) presented a four-stage hierarchy of training assessment, which was adopted in this study when examining succession planning and management (SP&M). These four stages presented were; reaction, learning, conduct, and output. The reaction level focused on the employee's takeaway from the program. The learning level evaluated the employee comprehension through various assessments. The conduct level evaluated whether the employees comprehended the skills and whether or not their behavior had changed. The output level assessed the effectiveness of the learning against the organization's key performance indicators. This study adopted this model since its metrics (reaction, learning, conduct, and output) were relevant and aided in the achievement of the study objective which was to determine the influence of leadership styles on succession planning in Nairobi County, Kenya.

### **1.1.3 Telecommunication Firms in Kenya**

The telecommunication industry had a substantial impact on Kenya's GDP. The booming telecommunications sector in Kenya contributes up to ten percent of the country's GDP (KNBS, 2019). The development of Kenya's telecommunications sector was one of the main pillars of the country's Vision 2030 economic plan.

Due to Kenya's easy access to international markets, the country has traditionally had one of the most innovative telecommunications industries (King'ori et al, 2017). According to Kyengo et al. (2016), it was evident that the industry significantly impacted the Kenyan economy in terms of GDP returns on investments, the employment opportunities generated, and the expansion of the government's tax revenue ceilings. In 2022, the Kenyan telecommunications sector was governed by the Communications Authority of Kenya (CAK). It was established in 1999 by the Kenya Information and Communications Act, 1998. CAK was responsible for facilitating the development of the information and communications sectors including; broadcasting, cybersecurity, multimedia, telecommunications, electronic commerce, postal, and courier services (CAK, 2022). It provided all guidelines for onboarding, broadcasting, and licensing as well as the code of conduct for all players in the industry (CAK, 2022).

Safaricom Limited, Airtel Networks Kenya Limited, and Telkom Kenya held the largest market shares in Kenya's telecommunications industry. According to the Communications Authority of Kenya (CAK) report 2018, Safaricom Limited held the greatest market share with 67.4 percent, followed by Airtel Networks Limited with a market share of 22.6 percent, and Telkom Kenya with a market share of 8.9 percent. The remaining 2.1 percent of the market share in the telecommunications sector is divided among the other small businesses (CAK report 2018).

Telecommunications companies frequently run the risk of losing their ability to remain profitable due to unfavorable competition (Rutto, 2018). The majority of the businesses that jointly own the 2.1 market share, from which our study group is drawn, are negatively impacted by this (Marita & Marita, 2019). Safaricom and Airtel dominated the mobile communications industry while Telkom dominated the fixed line subsector. Other players in the telecommunications industry in Kenya included mobile and fixed line services in addition to a wide variety of internet-related services and providers, money transfer services, digital broadcasting services, and national cyber security (Makanga & Paul, 2017).

Only Safaricom Limited was listed on the Nairobi Stock Exchange at the time of the study. This was attributed to the significant financial commitment needed to enlist as well as the fact that most private telecommunications companies were family or individually owned and wanted to maintain control over the ownership of their companies (NSE, 2022).

A technology-neutral Unified Licensing Framework (ULF) had been adopted by CAK in 2022. Operators and service providers were therefore granted licenses under a market structure made up of the following broad market segments: International gateway Systems, Services License, Submarine Cable Landing Rights License, Network Facilities Provider (NFP) (Network Facilities Provider Tier 1, Network Facilities Provider Tier 2 and Network Facilities Provider Tier 3), Application Service Provider, Content Service Provider, Dot KE Domain Name Registry Services Provider, Dot KE Subdomain Name Registrars, Telecommunications Contractor License, Telecommunication Technical Personnel License and lastly Ordinary Communication Vendor License. This study focused on Network Facilities Providers specifically those in Tier 3 as discussed in sub-topic 1.1.4 below.

#### **1.1.4 Network Facilities Provider in Kenya**

This research focused on the Network Facilities Provider (NFP) and more specifically on the Network Facilities Provider Tier 3. According to the telecommunication market structure operators under Network Facilities Provider (NFP) obtained the type of license that permitted the licensee to set up and run communication infrastructure using any type of technology, including fiber, copper, satellite, or microwave systems, to lease it out to other companies so they can use it to provide services. The spectrum resources were the resources that applied to this license category (CAK, 2022). Three subcategories were created within the category as discussed below.

Network Facilities Provider Tier 1: With the main exception of allowing for a nationwide spectrum reservation and allocation, particularly for mobile services, this license permitted the licensee to develop communication infrastructure using any technology throughout the nation (CAK, 2022). CAK had only listed three firms in this category by May 2022.

Network Facilities Provider Tier 2: This license category likewise permits the deployment of communication infrastructure across the nation using any technology, with the exception that the spectrum is allocated regionally rather than nationally. CAK had only listed thirty-five firms in this category by May 2022.

Network Facilities Provider Tier 3: Exception satellite communications, which have no boundaries, this license entitles the licensee to set up communication infrastructure in a specific region. Additionally, the spectrum is distributed regionally. CAK had only listed sixty-five firms in this category by May 2022 out of which only fifty-six firms were allocated in Nairobi County, Kenya.

The Network Facilities Provider Tier 3 was selected since the operator's license was region-specific which aligned with the research objective and was solely focused on private telecommunication firms in Nairobi County, Kenya.

## **1.2 Problem Statement**

A majority of global telecommunication firms have experienced adverse effects as a result of various factors. These factors include political instability, rapid technical advancements, cultural and customer preference differences, labor factors, government regulations, trade barriers, disparities in the country's economic performances, and leadership styles applied in different organizations (Hollensen, 2004). Private telecommunications companies in Nairobi County, Kenya are not immune to the detrimental effects that these elements frequently bring about, which hurt their longevity. To mitigate these adverse consequences, these firms must employ the most suitable leadership style in the appropriate context (Beshtawi & Ayham, 2014).

High staff turnover has been associated with high recruitment or replacement costs as well as adverse effects on staff morale and performance (Puni et al., 2016). Staff turnover has a detrimental effect on all organizational leadership levels. An organization will therefore struggle to develop and implement succession planning programs if their company experiences high staff turnover rates. High staff turnover rates are also a result of unsuccessful succession planning programs, whereas high staff retention rates result from successful succession planning implementation (Stadler, 2011).

The effectiveness of succession planning would depend on the leadership style used inside the organization. PricewaterhouseCoopers (2017) found that organizations with the best leadership styles outperformed rivals in terms of succession planning. This is the reason why the Kenyan telecommunications industry's competition has fundamentally shifted in favor of certain leadership styles (Communication Authority of Kenya, 2019). In a McKinsey survey from 2016, 58% of executives indicated that having a flexible leadership style was one of their company's top three goals, and 90% said it was one of the top 10. Telecommunications firms are the catalysts for enhanced social inclusion, productivity, economic growth, and communication. Unfortunately, the majority of telecommunication firms were not adopting excellent leadership styles. As a result, they lost unique traits or distinctive skills and qualities that were essential for the successful execution of succession planning programs.

Most often, leaders focused on C.E.O. succession and other key positions considered important (Vincent, 2017). Between the 1970s and 1980s, 8% to 10% of newly appointed CEOs at S&P 500 companies were outsiders. In 2013, 20% to 30% of boards chose to replace an outgoing CEO with an external hire. In 2016, only 27% of businesses had developed the leaders they would need for tomorrow (Harrell, 2016). This succession approach has proved to be weak, especially with the recent dynamic changes in the business landscape as a result of changes in socio-demographics, increased globalization, and adverse Covid-19 effects. Therefore, leaders should implement succession plans throughout each level of the organization (Rothwell, 2010).

In the United States, over 90 percent of all businesses were family-owned, thus contributing to two-thirds of the gross domestic product, and employed more than 62 percent of the private sector workforce (Vincent, 2017). However, since the majority of these businesses failed to implement viable succession plans, 70 percent to 80 percent failed to survive to the second generation and only 12 percent made it to the third generation (Vincent, 2017). In Europe, an average of 690,000 small and medium-sized enterprises underwent succession yearly, thus affecting 2.8 million jobs.

Moreover, based on a survey done between 2008 - 2009, of the 77% of the businesses which were making succession plans, 41% planned to be succeeded by someone in the family, 10% planned to be succeeded by someone within the firm, 12% planned to be succeeded by someone external while 37% had not identified their successors (European Commission, 2014).

In Africa, the majority of the private firms were family-owned businesses with few of them having an effective succession plan. According to a survey done by PWC in 2016, only 17% of these businesses had a formal succession plan out of 35% of businesses that had succession plans in place (PWC, 2016). The trend was also similar in the East African region where the majority of the private firms were family-owned businesses whose main focus was sustaining the business as a family asset and or as a legacy. A recent survey showed 48% of the family businesses were already in the second or third generation. However, if the next generation was currently employed in the company, it was unlikely that they are in a senior position, and 42% reported no next-generation engagement. Overall, only 21% of East African firms had succession plans (PWC, 2021).

In Kenya, the practice of succession planning has yet to be fully implemented. This has been evidenced through the current disintegration of large-scale retail agencies such as Nakumatt and Tuskys retail stores which were once the leading organizations in their industry (Muema & Odollo, 2020). This was also the case in the telecommunications industry. For instance, Safaricom Limited has had to recruit externally to fill its C.E.O position instead of promoting from within its talent pool. Also, Telekom Kenya has hired externally, for example, hiring former Safaricom C.T.O to be their C.T.O and a Tigo Tanzania manager to head its HR department (Kaburu, 2017). These examples were evidence of the need to investigate the influence of leadership styles on succession plans among private telecommunication firms in Nairobi County in Kenya.

Numerous studies on leadership styles and succession planning have been undertaken both internationally and locally. Armugam, Arshad, Ismail, and Hamzah (2019), researched the impact of transformational leadership style on succession planning programs at national secondary schools in the Seremban District.

The findings of the multiple regression analysis revealed that idealized influence ( $\beta=.222$ ,  $p<0.05$ ) was the main predictor of succession planning as perceived by subject leaders. Leadership attributes as viewed by staff impact succession planning.

Ahmad, bin Mohamed, and Manaf (2017) researched the association between transformational leadership traits and succession planning programs in the Malaysian public sector. The individualized influence was found to be the most important predictor of succession planning initiatives.

Figueiredo (2022) researched leadership style and succession planning in organizational transition. The study found that succession planning led to leadership growth hence organizations were to create leadership pipelines that groomed leaders for executive or senior positions.

Kagai (2015) researched the impact of leadership styles on succession planning in Kenyan small and medium-sized businesses (SMEs). The study concluded that directive, transformational, and transactional leaderships were highly significant predictors of succession plans in SMEs.

In addition, the majority of organizations conducted informal succession planning rather than well-documented succession planning which could be reviewed and improved with time as the organization expanded (Vincent, 2017). This has exposed organizations to uncertainties especially when those who have discussed the succession protocols exit the organizations. Lack of formal succession planning has exposed these firms to increased regulatory compliance issues, successor incompetence in making quick responses in diverse situations as well as permanent loss of critical operational knowledge (Jurkovic, 2014).

A lot of research has revolved around the succession planning process (Darnell & Campbell, 2015; Landry, 2011), crucial success factors, and reasons for failure (Vincent, 2017; Denker, Sherman, Hutton-Woodland, Brunell, & Medina, 2015), CEO succession (Wasserman, 2003; Naveen, 2006; O'Kane & Cunningham, 2012; Intintoli, 2013), succession financing (Christian Koropp & Gygax, 2013), human resource strategies (Mutunga, 2020) among others.

This study, therefore, sought to add to the body of knowledge by showing how leadership styles influenced the succession plans among private telecommunication firms in Nairobi County in Kenya.

### **1.3 Research Objectives**

The main objective of this study was to determine the influence of leadership styles on succession planning among private telecommunication firms in Nairobi County, Kenya.

#### **1.3.1 Specific Objectives**

The specific objectives were as follows;

- i. To determine the influence of transactional leadership style on succession planning among private telecommunication firms in Nairobi County, Kenya.
- ii. To determine the influence of transformational leadership style on succession planning among private telecommunication firms in Nairobi County, Kenya.
- iii. To determine the influence of laissez-faire leadership style on succession planning among private telecommunication firms in Nairobi County, Kenya.

#### **1.3.2 Research Questions**

- i. What is the influence of transactional leadership style on succession planning among private telecommunication firms in Nairobi County, Kenya?
- ii. What is the influence of transformational leadership style on succession planning among private telecommunication firms in Nairobi County, Kenya?
- iii. What is the influence of the laissez-faire leadership style on succession planning among private telecommunication firms in Nairobi County, Kenya?

### **1.4 Significance of the Study**

The findings of this study were relevant to numerous sectors. The study's conclusions were helpful to many academics and other researchers who were interested in the field of telecommunications. The findings added additional knowledge to the body of information already available in this field. The research provided the following direct advantages:

Policymakers: The governments and other pertinent institutions used the knowledge gathered from this study to establish relevant programs for entrepreneurship. This was done to leverage the knowledge to boost their business success. The adopted policies aid in succession planning, which facilitates organizational long-term survival.

Investors in the telecommunications industry: Investors utilized the study's findings to identify effective leadership styles for succession planning, which were helpful to entrepreneurs who were presently running their businesses as well as those who were planning to launch them in the future.

The study would also be useful to future researchers or scholars who wish to investigate the impact of leadership styles on succession planning. Furthermore, the study added to future literature and filled a research gap.

### **1.5 Scope of the Study**

The primary focus of this study's conceptual scope was the influence of leadership styles on succession planning among private telecommunication firms in Nairobi County, Kenya. This study focused on three leadership styles as independent variables: transactional, transformational, and laissez-faire. The dependent variable was succession planning, which had four tenets: reaction, learning, conduct, and output. The full range of leadership theory and the Kirkpatrick model contributed to the study. The population of this study consisted of 56 private telecommunications firms (Network Facilities Provider Tier 3) with headquarters in Nairobi County, Kenya. Two participants were chosen from each firm, resulting in a target population of 112 respondents. The research employed a quantitative approach and data was collected between May and June of 2022.

### **1.6 Chapter Summary**

This chapter provided detailed information about the study. The chapter consisted of the following key sub-chapters; the background of the study, statement of the problem, research objectives, research questions, the significance of the study, the scope of the study, and it concludes with a chapter summary regarding the influence of leadership styles on succession planning among private telecommunication firms in Nairobi County, Kenya.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter provided a comprehensive analysis of the underlying theories for the study as well as empirical evidence literature on the study variables. The study also provided a conceptual framework that served as the research guide. Lastly, the existing literature was examined to determine various relationships between the research variables and how they had been interpreted by previous scholars and researchers.

#### **2.2 Theoretical Review**

This study was based on two theories that were used to guide this research: The Full Range of Leadership theory and Kirkpatrick's Model.

##### **2.2.1 Full Range of Leadership Theory**

Burns (1978) was credited as being the first person to envision the entire spectrum of leadership theory, while Bass was credited with providing subsequent elaboration (1985). Bass (1985) developed a model of transformational and transactional leadership that was subsequently named the full range leadership model to elaborate on the ideas that were offered in Burns' (1978) publications. The transformational-transactional leadership theory, sometimes referred to simply as the full range of leadership theory, has garnered a large amount of interest from researchers over the past few years (Bass & Avolio, 1997).

According to this theory, transformational leaders were intriguing managers who led by inspiring people, treating them as individuals, and exciting their rational wants (Tipu et al., 2012). Transactional managers were responsible for assigning tasks, evaluating employee performance, and determining appropriate levels of payment based on the employees' responsibilities (Morianio et al., 2011). Laissez-faire leaders were passive avoidant since they delegated their decision-making authority to their employees (Benjamin, 2006).

Three types of leadership traits that were found throughout the full range of leadership theories were transformational, transactional, and laissez-faire leadership (Bass & Avolio, 2004). The transformative leadership style was backed by four pillars: idealized influence,

inspirational motivation, intellectual stimulation, and individualized concern. Management by exception in both active and passive forms, and contingent compensation were all components of the transactional leadership style. Several scholars have debated whether transformational and transactional leadership approaches compete or complement one another. According to the conclusions of numerous distinct research studies, the transformational leadership style is more successful than the transactional leadership style, and it has a favorable correlation with corporate performance (Benjamin, 2006).

The theory concentrated on the three different leadership styles that were applied in this study. This theory was acceptable since the researcher was able to assess whether there was a relationship between the different leadership styles and succession planning and compare the different leadership styles that were present in organizations to what had been documented. Effective leaders can be distinguished from ineffective ones by their capacity to employ the entire spectrum of leadership styles. Effective succession planning cannot be implemented by ineffective leaders.

### **2.2.2 Kirkpatrick's Model**

This model was developed by Kirkpatrick in 1960. Kirkpatrick presented a four-tiered hierarchy of training assessment that was adopted to facilitate conceptualization of what should be evaluated in SP&M. The four-tiered training levels were; reaction, learning, behavior, and results. Rothwell (2010) suggested a four-tiered hierarchy of training methods for succession planning evaluation by adjusting Kirkpatrick's evaluation of outcomes to customer satisfaction, effective placement, program progress, and organizational results (Kim, 2006). For this study, the initial Kirkpatrick (1960) was adopted and not Rothwell's (2010) modification.

According to Phillips (1991), the Kirkpatrick Model was probably the most well-known framework for classifying areas of evaluation due to its simplicity and practicality. As a result, leaders could use the model in determining the training outcomes of the succession planning program. According to Bates (2004), the model created an effortless training evaluation process through the application of easy to use, foolproof guide to evaluate the organizational succession planning programs.

The reaction was the first stage of response. Employee views toward the whole succession training program were assessed by leaders. The degree of employee involvement, amount of contribution, and overall perception of the entire succession process were used to measure their reaction. The responses assisted leaders in future program enhancements by pointing out crucial elements that had previously gone unnoticed. At this stage, some important aspects that needed to be addressed included whether the program was valued by the employees in terms of time and money, how successful it was and what changes they would make moving forward, and whether it met some of their personal career goals (Kirkpatrick & Kirkpatrick, 2006).

Learning was the second reaction level. It concentrated on measuring how well employees comprehended the information in terms of overall total knowledge retention. This would then impact their level of performance and motivation. High-performance levels indicated that the program had enhanced the participant's knowledge, abilities, confidence, and dedication to their job. Employees would be evaluated verbally or in writing before the training began and after the session to determine the impact of the learning. The most important question at this point, then, was how much the program participants had learned from the succession planning and management training (Kirkpatrick & Kirkpatrick, 2006).

Behavior was the third level of response. Leaders assessed whether or not their team members could fully implement their training or if more training was necessary. However, leaders also had a responsibility to foster an environment that encouraged behavioral change and provided possibilities for advancement to avoid identifying workers as non-performers. The leaders were advised to recognize those who changed their behavior in a way that inspired others to do the same. Key questions to be addressed were how the employees applied the learning and if the knowledge was transferable (Kirkpatrick & Kirkpatrick, 2006).

The results were the fourth response level. The outcomes were assessed using the organization's key performance indicators as well as the desired return on investment. The leaders had to determine the extent to which the desired outcomes occurred as a result of the learning and implement effective methods of measuring these outcomes in the short

and long term to determine whether or not the succession planning program was adding value to the firm and, if so, to what extent (Kirkpatrick & Kirkpatrick, 2006).

This model was used in this research because it provided a wide range of considerations for privately held businesses in their succession planning process. It helped business leaders identify and overcome the obstacles to an orderly transition of management and ownership of their respective organizations.

## **2.3 Empirical Review**

This section reviewed previous literature undertaken by other scholars related to the influence of leadership styles on succession planning in private telecommunication firms in Nairobi County, Kenya.

### **2.3.1 Transactional Leadership and Succession Planning**

There are certain circumstances in the workplace where the transactional leadership style was beneficial and appropriate to use (Mgeni & Nayak, 2016). Followers of transactional leaders received rewards if they completed tasks or advanced to higher levels, whereas those who did not receive rewards faced negative consequences. The activity of a transactional leadership style is dependent on the conduct of the employee, but the activity of a transformational leadership style is dependent on the employee's own growth and development. This exemplifies the distinction between transactional and transformative leadership styles. Because both the transactional and contingency theories of leadership focused on the overt and covert relationships that existed between employees and their superiors, they were believed to be closely related (Girma, 2016).

Robbins and Judge (2017) drew on a body of research to distinguish between transformational and transactional leaders. Transformational leaders were those who guided or motivated their followers toward established goals by clarifying their roles and tasks. Transactional leaders evaluated the level of work done using either active or passive management. This definition is based on research that intended to distinguish transformational leaders from transactional leaders. The methodology of this study was based on a comparison of transformational leaders and transactional leaders.

According to Robbins and Judge (2017), the transactional leadership style was comprised of three important tenets. First, the contingent reward was an incentive method that specified the exchange of rewards for an individual's efforts for successful performance and achievement. Second, in active management by exception, leaders actively monitored the work of the employees and took remedial actions when something went wrong. Finally, in passive management by exception, leaders only intervened when the objectives were not met or the problems had escalated.

Transactional leaders were less concerned with the firm's mission and vision and were more concerned with ensuring that employees understood the procedures to be followed to achieve the predetermined goals (Thomas and Hillailiyah, 2016). They were primarily focused on productivity and output maximization (Mohamad & Yahya, 2016). This enabled the achievement of the task objectives through adequate resource allocation and relating job performance to the contingent rewards offered (Zhu, Chew, and Spengler, 2005). The transactional leadership exchange process only yields compliance and, at times, decreased employee motivation and loyalty to the firm (Thomas and Hillailiyah, 2016).

Ramli, Magito, and Khotimah (2019) conducted a study in which they looked at the role that transactional leadership plays in the process of creating organizational commitment. Specifically, they were interested in how this process occurs. The research used both the descriptive technique which was based on observation analysis and the verification method which was based on quantitative analysis. Non-Probability Random Sampling was utilized to determine the study sample, and Partial Least Square (PLS) Analysis was utilized to carry out the analysis. A group of three hundred and fifty people who worked for an information technology provider company in Jakarta, Indonesia, participated. According to the findings, transactional leadership had a more substantial influence on organizational commitment compared to career advancement as a factor that affected employees' intention to leave their jobs. The study advocated for organizations to impose more of the transactional leadership style on their managers to overcome the discussed phenomenon.

According to Rajagani and Diwyaa's (2020) research, there was a significant relationship between transactional leadership style and succession planning since  $p=0.000 < .05$ .

McBurney (2017) found a correlation coefficient ( $r$ ) of .256 between transactional leadership and succession planning. The findings suggested that among Educational Services Officers, there was a significant connection between transactional leadership and succession planning. This conclusion was found across the board. According to the findings of the research, there appeared to not only there be a substantial but also a beneficial connection between transactional leadership and succession planning.

### **2.3.2 Transformational Leadership and Succession Planning**

Ahmad, Yusri, and Chulan (2019) researched transformative leadership and succession planning among public sector personnel in the Malaysia's state of Perlis. Their research findings were published in the form of a study. The goal of the study was to determine whether or not there was a link between transformative leadership and succession planning. The primary focus of the investigation was on employees who were employed in the public sector. A total of 132 people from the state of Perlis who were employed by one of three different public sector organizations were given a set of structured questionnaires to fill out and return. To carry out the analysis of the data SPSS was used. According to the findings, tailored concerns that have a substantial connection to succession planning were the only ones that were taken into account.

A leader with idealized influence was not afraid of or unwilling to challenge risks, take into consideration the needs and capabilities of their employees, and not only established high standards of ethics but also act by those standards. According to the findings of a study that was carried out by Armugam, Arshad, Ismail, and Hamzah (2019) among principals working in national secondary schools in Malaysia, it was found that the transformational leadership style portrays a significant relationship to succession planning. Furthermore, they argued that leadership skills, as perceived by followers, played a critical role in the succession planning process. This was said to be important since the followers carried on the leader's legacy. Workers were able to acquire new pieces of information as a result of the leader's influence, which is something the workers learn by emulating the behaviors of their role models (Armugam, Arshad, Ismail, and Hamzah, 2019).

In most cases, transformational leaders who employed inspiring motivation also communicated a significant number of shared values to their employees. This was done to ensure that the workers were aware of the positive values that they needed to apply while they were working (Yin, Ma, Yu, Jia, and Liao, 2019). Leaders who used inspirational motivation had the goal of fostering teamwork and employees' commitment by building a robust atmosphere that demanded one hundred percent dedication and determination from employees (Muchiri & Hazel, 2019). They went on to add that a crucial component of an inspirational and motivational strategy was making a connection between the needs of an individual and the goals of the company. The study that was conducted by Ahmad, bin Mohamed, and Manaf (2017) among five hundred and seventy-six respondents from twenty-one organizations in the Malaysian public sector found that the inspirational motivation of individuals was shown to have a substantial link in the context of the implementation of succession plans.

Intellectual stimulation enabled the leaders to become more creative and astute in their approach to problem-solving, which in turn benefited the organization (Al Harbi, Alarifi & Mosbah, 2019). Leaders who ascribed to this type of leadership, instilled in their employees the confidence to make decisions that were in their best interests and that of the organization. Employees were allowed to become more creative and independent thinkers in this way, and they were also given the duty of contributing their ideas and potential solutions to the process of decision-making. This allowed employees to become more innovative and free thinkers (Ahmad, et. al., 2019). The concept of intellectual stimulation, which is a component of the scale measuring transformational leadership, had a significant interaction with the supplemental efforts that were invested by the workers (Khan, Rehmat, Butt, Farooqi & Asim, 2020). It demonstrated that transformational leadership increased employee empowerment and self-efficacy, as well as increased task engagement, and improved the likelihood of successful succession planning. The findings of prior studies suggested that this particular model of leadership had a significant connection to succession planning initiatives (Yin et. al., 2019).

Individualized consideration referred to the practice of treating individuals with the recognition that they were valuable contributors of the human capital to the organization. Leaders paid close attention to their employees' needs and provided them with guidance so that they could contribute to the organization's long-term expansion (Ali & Islam, 2020). The leaders of the organization focused their efforts on providing their subordinates with mentoring and coaching in the hopes of improving their subordinates' expectations regarding their opportunities for promotion. The capacity of the leader to guide employees according to their respective skills and capacities was crucial to the attainment of the planned goals, and this ability played a significant role in achieving those goals (Tselot, 2021). As a result, a transformational leader was required to understand what motivates each of his or her employees individually because individual human needs were diverse from one another. Only the individualized consideration criterion of transformational leadership was discovered to be a significant predictor of succession planning, as stated by the findings of studies that were carried out by prior researchers. This was true across every one of the four facets of transformational leadership (Ahmad, Mohamed & Manaf, 2017). According to the findings of research carried out by Ahmad, Mohamed, and Manaf (2017) in Malaysia, individualized consideration was discovered to be a significant factor in succession planning among persons working in the public sector. These results were consistent with the findings of the research carried out by Lian (2018), who discovered that customized consideration steered possible future leaders in the business in a favorable direction. The reason for this was because this style of leadership placed greater emphasis on mentoring and coaching as a means of assisting potential future leaders in properly completing their tasks. It is possible to conclude that personalized consideration may be produced to fulfill the job requirements throughout the professional path. If the staff was provided with encouragement, robust support, and development skills, it would make it much simpler for them to achieve future goals, enable them to grow, and help them make the most of the potential they possess. As a result, it will be much simpler for management to identify those individuals who will succeed them.

### **2.3.3 Laissez-Faire Leadership and Succession Planning**

Figueiredo (2022) researched leadership styles and succession planning. According to the findings of the study, the laissez-faire leadership style had a positive impact on succession planning. A few leadership development strategies, such as executive coaching and 360-degree feedback, have had a positive impact on the company's succession planning process.

Yang (2015) researched the benefits of the laissez-faire leadership style. The purpose of the study was to illustrate that the traditionalist perspective was biased because it believed that laissez-faire leadership was not tactical and therefore asserted that negative magnitudes existed. According to the findings, emphasis was placed on the behavioral characteristic of laissez-faire leadership upon which this paper identified prospectively positive impacts, particularly when considering the dynamics of time.

According to Skogstad, Hetland, Glaso, and Einarsen's (2018) research, a laissez-faire leadership style was found to be connected with lower levels of job satisfaction, leader effectiveness, contentment with the leader, and performance. Similarly, Skogstad et al. (2018) discovered that a laissez-faire leadership style was the only (negative) predictor of job satisfaction over two years. Strong relational self-concepts enhanced an employee's ability to be influenced by a laissez-faire leadership style and to respond to it. This was because the laissez-faire leadership style offered a threat to the objectives, requirements, and relationships that helped form an employee's identity (Wisse & Sleebos, 2016).

In Veronique and Vandenberghe's (2020) examination of laissez-faire leadership and affective commitment, the roles of leader-member contact and subordinate relational self-concept were studied. They argued that employees with stronger relational self-concepts were more vulnerable to the effect of a laissez-faire leadership style. The identity orientation framework and the social exchange theory supported this argument. Due to their dyadic links, these employees may respond to laissez-faire leadership styles by decreasing their affective organizational engagement and the amount of contribution they make to shared goals. These predictions were investigated in the context of a three-wave longitudinal study using structural equation modeling analyses with full information maximum likelihood estimation on a sample of employees (N = 449) drawn from a variety

of different firms. The relational self-concept was found to be associated with a greater indirect negative effect on affective organizational commitment and a greater negative effect of laissez-faire leadership on the contribution dimension of leader-member interaction.

According to Wong and Giessner (2018), leaders who adopted the laissez-faire leadership style seemed to avoid getting involved, instead, they deferred responsibility to their followers. It is common practice to interpret laissez-faire as a lack of leadership. It appeared that these leaders were not concerned with either their followers or their organization. In the end, the responsibility for decision-making fell on their followers (Wong & Giessner, 2018). Another interpretation was that the followers had reached their potential benefit from a laissez-faire style of leadership since it helped to increase their leadership growth opportunities (Robert & Vandenberghe, 2020). There were even those who debated whether or not the laissez-faire leadership style ought to be considered an empowering leadership model (Wong & Giessner, 2018).

## **2.4 Research Gap**

Maghsoodloo, Fallah, Bahlakeh, and Askari (2020) examined the relationship between leadership styles and succession planning within the Iranian Ministry of Sport and Youth. Using the method developed by Krejcie and Morgan (1970) for estimating sample size, a convenience sample of 268 people was selected at random. A sample T-test revealed that participants believed succession planning management was inadequate. In addition, the correlation test conducted by Person revealed a positive and significant relationship between directive and delegate leadership styles and succession planning management, but no significant relationship between supportive and participative leadership styles and succession planning management.

In Portugal, Figueiredo (2022) conducted a study on leadership styles that supported succession planning by implementing leadership development initiatives. Medium and senior executives had crucial roles in identifying and cultivating future leaders within an organization. The study demonstrated a correlation between the laissez-faire leadership style and succession planning. The influence of passive leadership styles on succession

planning was beneficial. Some leadership development activities were tied to the succession planning of an organization. Succession planning was believed to be linked to the development of leaders since these methods encouraged the growth of human capital. Theoretically, they concluded that organizations must have a leadership pipeline to develop leaders for positions of leadership.

Ahmad, Yusri, and Chulan (2019) conducted a study on transformative leadership and succession planning among Perlis, Malaysia's public sector professionals. A set of standard questionnaires were distributed to 132 workers of three public sector organizations in Perlis. The data were analyzed using the Statistical Package for the Social Sciences (SPSS). It was observed that only individualized consideration had a substantial association with succession planning. In addition, suggestions for further research were discussed.

Ahmad (2020) researched the influence of transformational leadership traits on succession planning programs in the public sector of Malaysia. A combination of the multifactor leadership questionnaire, the effective succession planning questionnaire, and the management questionnaire was administered to 576 Malaysian public employees. Using multiple regressions, the data was analyzed. A multiple regression analysis revealed a significant relationship between succession planning and individual influence, the most significant predictor of succession planning programs.

Rajagani and Diwyaa (2020) examined the links between transformational leadership, transactional leadership, organizational culture, and succession planning in Malaysia. This study's sample consisted of education service personnel from the Malaysian Ministry of Education (MoE). 261 education officers from the 21 divisions of the Malaysian Ministry of Education contributed data. According to the research findings, transformational leadership, transactional leadership, and organizational culture all have a substantial positive link with succession planning and all contribute to the successful implementation of the succession planning program.

Bennerson (2021) conducted a study on organizational succession management and leadership style in the twenty-first century. There were demographic questions, the Multifactor Leadership Questionnaire (MLQ), and perceptions on succession management

included in an online survey of 145 human resource middle managers in the United States. The purpose of the study was to determine whether a correlation existed and whether it was statistically significant. Multiple linear regression and descriptive statistics were utilized to investigate the outcomes. Statistical significance was evaluated for the data analysis using multiple regression at  $p = 0.05$ . There was a statistically significant positive correlation between succession management and each leadership style, with transactional leadership being the most accurate predictor.

In North America, Fusarelli, Fusarelli, and Riddick (2018) investigated leadership development and succession planning in education. Many of the state's lowest-performing schools were disproportionately concentrated in rural areas. Due to high teacher and administrator turnover, superintendents in such regions face formidable obstacles. Consequently, superintendents are continually involved in the employment of new teachers, assistant principals, and district-level administrators. The graying of school administrators compounds the problem. In rural, high-poverty schools in North Carolina, for instance, an estimated 50 percent of principals were eligible for retirement over the next four years, making succession planning for effective school leadership a crucial problem. The article examined the studies and best practices on succession planning in education and other industries. The study demonstrated how forward-thinking superintendents can collaborate with universities and other organizations to design strategic, long-term leadership development strategies that enhance leadership capacity and have the potential to deliver considerable dividends in terms of improved student outcomes.

Hawkins, Reed, and Kingsberry (2018) conducted a study on the succession of dynamic leaders. The Dynamic Leadership Succession paradigm was used in an urban school system leadership succession instance. The qualitative findings revealed that the district overestimated the need for school leadership; yet, the principal tried to establish and support teacher leaders as her assistant principals. As the two research participants revealed as they were inducted into their respective jobs as principal and assistant principal, sustaining efforts inside the district were occasionally unorganized. Lastly, leadership shifts were not anticipated by the district.

In KwaZulu-Durban Natal's basin, Maharajh (2021) explored leadership and succession planning in family-owned businesses. In the inquiry, a quantitative, empirical methodology was employed. The target population of the study was family-owned enterprises in the Durban Basin of KwaZulu-Natal. From the Thekwini Database of 2,750 enterprises, a sample of 236 family-owned businesses in operation for at least five years was selected based on the condition that they were family-owned. To assess sample size, non-probability simple random sampling and purposive sampling were utilized. 236 questionnaires were distributed in all, and 221 were returned for a response rate of 96%. SPSS was employed to examine the gathered data. To examine the data, descriptive and inferential statistical approaches were utilized. Family firms lack succession plans and governance structures, and family conflict and sibling rivalry are prevalent, according to the survey. Task-oriented leadership style, performance, and governance were predictive of succession planning.

Kawa (2019) evaluated the effect of leadership styles on the effectiveness of succession planning in Tanzania. The study employed an explanatory research design and a case study approach to evaluate the impact of leadership styles on Vodacom's succession plans. To collect data, a sample of 102 respondents was utilized. Employees were aware of succession planning and its implementation, and the study indicated that all three leadership types - transactional, transformational, and democratic – had an impact on the effectiveness of succession plans. Transformational leadership was viewed as the most influential leadership style for an effective succession plan due to its intellectual inspiration and creation of creative leaders' character, followed by democratic leadership, which is more focused on subordinates' engagement, and transactional leadership, which has the appeal of creating followers rather than leaders and is only active in the short term.

Sungu (2018) examined the influence of transitional leadership on the efficiency of the Kenyan Vihiga County Government. The population consisted of 3,040 administration personnel of Vihiga County. The sample included 353 individuals. Stratified random sampling was used and the obtained data included both primary and secondary data. The latter consisted of county government data, reports, and publications, while the former consisted of semi-structured questions.

Using descriptive statistics such as means, standard deviation, and frequencies, the data was evaluated. The study found that transitional leadership had a substantial effect on the efficiency of county governments, with the board and staff contributing the most to accountable outcomes and task division contributing the least to reducing expenses.

Kagai (2015) investigated the impact of leadership styles on succession planning in Kenyan small and medium-sized businesses, with a special emphasis on Kariobangi light industries. An explanatory methodology was used in this study. The study population consisted of proprietors and managers of the Kariobangi light industry. Using cluster sampling, a sample size of 335 SMEs was established for the study. In contrast, primary data will be collected using surveys. Cronbach's alpha was employed to assess reliability. Descriptive statistics such as frequency distribution, percentages, averages, and standard deviations were presented using tables, graphs, and charts. To make inferences regarding the regression model, inferential statistics were utilized. The outcomes of the study indicated that directive leadership, transformational leadership, and transactional leadership all had favorable and substantial effects on succession planning. Participatory leadership had no substantial effect on succession planning, though. The study concluded that directive leadership, transformational leadership, and transactional leadership were significant predictors of succession plans for SME executives.

Kitonga, Were, and Getuno (2021) examined the influence of leadership style on recruitment and selection in Kenyan state-owned firms. Using a descriptive cross-sectional research approach, this study explored the numerous factors that influence recruitment and selection. There were 154 Kenyan Service State Corporation executives in the sample. A stratified random sample was utilized to attain the appropriate level of representation. Standardized questionnaires were used to obtain data. To examine the data, descriptive and inferential statistics were employed. Version 20 of SPSS was utilized for statistical analysis. The research findings demonstrated a favorable and statistically significant correlation between leadership style and personnel recruitment and selection at Kenya's Service State Corporation.

**Table 2. 1: Summary of Knowledge Gaps**

Study	Focus of Study	Findings	Research Gap	The focus of the current study
Maghsoodloo, Fallah, Bahlakeh and Askari (2020)	Leadership styles and succession planning within the Iranian Ministry of Sport and Youth.	The study found that there was no significant relationship between supportive and participative leadership styles in succession planning management.	The focus of the study was a government ministry.	The study focused on private telecommunication firms.
Figueiredo (2022)	A leadership style that promoted succession planning through the existence of leadership development practices within organizations.	The research revealed that leaders who used a laissez-faire leadership style had a positive influence on succession planning.	The study used an exploratory study.	A descriptive research design was adopted.
Ahmad (2020)	Transformational leadership and succession planning among public sector employees in Perlis, Malaysia.	Only individualized consideration was found to have a significant relationship with succession planning in the study.	The study focused on public sector employees.	The study focused on employees of private telecommunication firms.
Rajagani and Diwyaa (2020)	The links between transformational leadership, transactional leadership, organizational culture, and succession planning in the Malaysian Ministry of Education.	Transformational leadership, transactional leadership, and organizational culture all had a substantial positive link with succession planning.	The study focused on the Malaysian Ministry of Education.	The study focused on private telecommunication firms in Nairobi County, Kenya.

<b>Study</b>	<b>Focus of Study</b>	<b>Findings</b>	<b>Research Gap</b>	<b>The focus of the current study</b>
Bennerson (2021)	Organizations-perceived succession management and leadership style	The results found that there was a statistically significant positive relationship between succession management and each leadership style in the full range leadership theory, with transactional leadership having the greatest predictor.	The study was conducted in a developed country, the USA.	The study was carried out in Nairobi County, Kenya.
Fusarelli, Fusarelli, and Riddick (2018)	Leadership development and succession planning in the North American education sector.	The study demonstrated how forward-thinking superintendents collaborated with universities and other organizations to design strategic, long-term leadership development strategies that enhance leadership capacity and have the potential to deliver considerable dividends in terms of improved student outcomes.	The study was conducted in North America.	The study was carried out in Nairobi County, Kenya.
Hawkins, Reed, and Kingsberry (2018)	A succession of dynamic leaders in an urban school system.	The result findings revealed that the district overestimated the need for school leadership	The study was carried out in an urban school system.	The study focused on private telecommunication firms.
Maharajh (2021)	Leadership and succession planning family-owned businesses in the south Durban basin of Kwazulu-Natal.	Family businesses do not have succession plans, have poor governance structures, and that family conflict and sibling rivalry are common	The study was conducted in the family business.	The current study will focus specifically on the telecommunication sector.

<b>Study</b>	<b>Focus of Study</b>	<b>Findings</b>	<b>Research Gap</b>	<b>The focus of the current study</b>
Kawa (2019)	Influence of leadership styles on an effective succession plan in Vodacom, Tanzania.	The study found that employees were aware of the succession plan and that leadership styles such as transaction, transformational, and democratic influence the succession plan.	The study focused on a public telecommunication firm in Tanzania.	The current study will focus on whether the transactional, transformational, laissez-faire leadership style influences succession planning
Sungu (2018)	The influence of transitional leadership on the efficiency of the Kenyan Vihiga County Government.	The study findings showed that transitional leadership had a substantial effect on the efficiency of county governments.	The study focused on a local county government.	The study was carried out in Nairobi County, Kenya.
Kagai (2015)	Leadership styles on succession planning in small and medium enterprises in Kenya with a focus on Kariobangi light industries	The study findings indicated that directive leadership transformational leadership and transactional leadership had a positive and significant effect on succession planning while participatory leadership had no substantial effect on succession planning.	This study adopted explanatory research.	The study focused on the influence of transactional, transformational, laissez-faire leadership styles on succession planning
Kitonga, Were and Getuno (2021)	The influence of leadership style on recruitment and selection in service state corporations in Kenya.	The findings also revealed a positive and statistically significant relationship between leadership style and recruitment and selection of employees in Service State Corporation in Kenya.	The study was conducted in Service State Corporation in Kenya.	The study focused on private telecommunication firms in Nairobi County, Kenya.

**Source: Researcher (2022)**

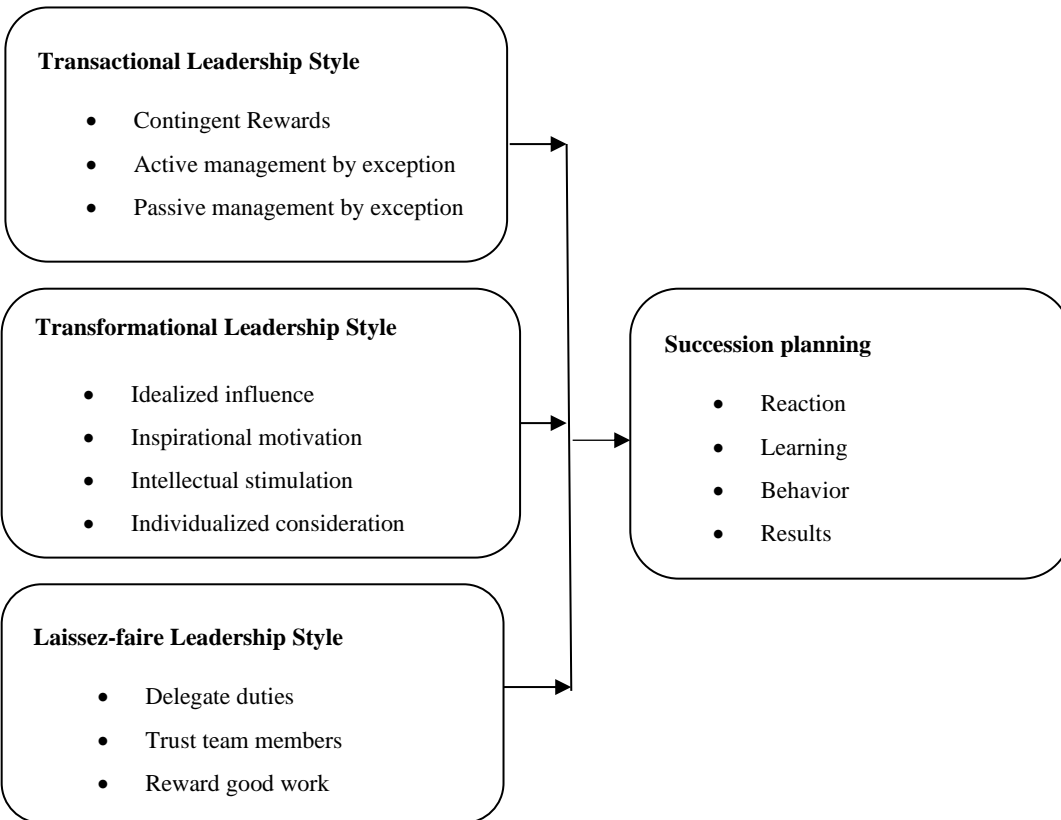
## 2.5 Conceptual Framework

The conceptual framework described the procedure of scientific inquiry that defined specific terms in the metric form to clarify the concept. According to Mugenda & Mugenda (2003), a conceptual framework was represented by a diagram that depicted the link between dependent and independent variables. The study postulated that the three leadership styles that had a significant influence on succession planning were transactional, transformational, and laissez-faire leadership styles.

**Figure 2. 1: Conceptual Framework**

### Independent Variables

#### Leadership style



**Source: Researcher (2022)**

## 2.6 Operationalization of Study Variables

Operationalization helps the transformation of constructs' abstract concepts into observable properties that can be monitored with indicators. Both the dependent and independent variables will

be measured using a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). The study's indicators are described in table 2.2 below.

**Table 2. 2: Operationalization of Variables**

Variable	Constructs	Operational Definition	Measurement Scales	Source(s)
Leadership style (Independent variables)	Transactional Leadership Style	Refers to a leadership style that largely emphasizes motivating and directing followers by appealing to their self-interest.	Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree	Robbins and Judge (2017).
	Transformational Leadership Style	Refers to a leadership style in which executives encourage, inspire, and drive employees to innovate and create change that will help the organization grow and shape its future success.	Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree	Yin, Ma, Yu, Jia and Liao, (2019).
	Laissez-faire Leadership Style	Refers to a leadership style in which leaders delegate decision-making authority to group members.	Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree	Puni, Ofei & Okoe (2014).
Succession Planning (Dependent variable)		Refers to the process of selecting and equipping the human resources of a company to take on key roles and responsibilities in the future through various training programs.	Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree	Rothwell, (2015).

**Source: Researcher (2022)**

## 2.7 Chapter Summary

This chapter examined the theories on which the study was based as well as the actual research conducted by scholars on leadership styles and succession planning. Summarized were the research gaps resulting from past investigations. The conceptual framework was produced by illustrating the interrelationships between variables, and the operationalization table summarizes the variables' descriptions and their corresponding measures.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter focused on the methodology of the study and began by outlining the research philosophy, research design, population of the study, data collection, data analysis, research quality, and ethical considerations of this study.

#### **3.2 Research Philosophy**

Research philosophy refers to a viewpoint on how information about a subject should be obtained, examined, and applied (Scotland, 2012). The three main philosophical concepts in social sciences are ontology (what reality is), epistemology (how do you know), and paradigm (how do you find it out) (Scotland, 2012). According to Collis and Hussey (2014), research paradigms span a continuum from a positivistic to phenomenological methodology.

The positivist paradigm is also known as the traditionalist, quantitative, or objectivist research paradigm. In this paradigm, the world is perceived to be both objective and external. The researcher uses scientific and quantitative techniques, such as experiments, observations, or descriptive analysis, to analyze the data gathered (Gelo & Carlo, 2012). The researcher evaluates several hypotheses to determine the type of relationship between the variables (Blumberg, Cooper & Schindler, 2014).

The phenomenological paradigm is also referred to as the qualitative, subjectivist, or humanistic approach. In this paradigm, the world is perceived to be both subjective and socially constructive. The researcher applies qualitative methods to analyze the subjective perspective of people (Babbie, 2011). This paradigm employs a variety of procedures for data collecting, including interviews, discussions, participant observation, action research, focus meetings, and analysis of personal documents (Moustakas, 1994).

This study adopted the positivist paradigm because it entailed quantitative and descriptive statistics which were adopted in this research.

#### **3.3 Research Design**

The research design is the overall method used to combine study variables logically and constructively to successfully address the research questions (Kothari, 2010).

According to Blumberg Cooper and Schindler (2014), a descriptive research design creates a description of a situation, person, or event or illustrates how things are related to one another and occur naturally, that is, it seeks to address the who, what, when, where questions. It enables the collection of quantitative data that can then be evaluated quantitatively using inferential and descriptive statistics.

A descriptive cross-sectional approach was applied in the study given that it described things as they occurred and at a specific moment in time and data collection was carried out between May and June 2022. This research design has also been employed in related investigations by Ogendo (2021) and Adede (2017).

### **3.4 Population of the Study**

Taylor, Bogdan, and DeVault (2015) define a population as a collection of all individuals or objects that share at least one attribute. A target population refers to a group of people who possess the data that a researcher is trying to gather (Solverman, 2013). This study's population consisted of 56 licensed telecommunications companies with headquarters in Nairobi City County (Communication Authority Kenya, 2022). According to the Communication Authority of Kenya (2022), 56 registered Tier 3 network facilities providers were operating in Nairobi County, Kenya as of the end of February 2022. This constitutes the sample for this investigation (See appendix, V).

### **3.5 Sampling Design**

The study used a census method with participation from all (56) enterprises because the target population was small and manageable. Two (2) respondents from each company were asked to participate in the survey; these respondents were either senior-level managers or mid-level managers. These were either the general manager, finance / operational manager, or the human resource manager depending on the reporting hierarchy of the firms. This contributed to a total sample size of 112 respondents.

### **3.6 Data Collection**

This study made use of primary data, which was collected using questionnaires. The questionnaire was selected because it is easy to distribute and assures anonymity for respondents. The questionnaire is also an appropriate instrument for collecting the data that is required for this kind of research (Saunders, Lewis & Thornhill, 2011).

This research involved the use of closed-ended questions based on a Likert scale with five points. The questionnaire was broken up into three sections: Section A focused on respondent information, Section B discussed leadership styles, and Section C addressed succession planning.

In this study, questionnaires were distributed both physically and online. The questionnaires contained an introductory note that explained the purpose of the data collection and the study's commitment to maintaining the confidentiality of the data it collected. For participants who were comfortable completing physical questionnaires, the researcher scheduled appointments in advance. The researcher used email and phone follow-ups for respondents who selected online questionnaires to ensure that they received the questionnaires and to underline the importance of the respondents' participation and feedback. Online questionnaires were more than the physically administered questionnaires. The number of online administered questionnaires outnumbered the number of physically administered questionnaires. This was attributed to the fact that most employees now work from home since the Covid-19 pandemic began, while access for outsiders was restricted in some firms. As a result, the online questionnaire became a much more viable option. In addition, due to time constraints for both the participants and the researcher, the administration of physical questionnaires was limited.

### **3.7 Data Analysis**

This section described the procedures for data analysis and testing applied in the study. Once data collection was finalized, the quantitative data was edited and coded. The researchers used statistical tools to describe the data and evaluate respondents' level of agreement with the numerous statements presented in each of the study's categories. Descriptive statistics and SPSS 23 were used for the analysis and reporting of the results. The data was evaluated based on the study's objectives. For descriptive statistics, frequencies, means, and standard deviations were used. Multiple linear regression analysis and correlation analysis were applied for inferential statistics. The multiple regression model was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where: **Y** is the dependent variable (Succession Planning),

**B<sub>0</sub>** is the regression coefficient/constant/Y-intercept,

**β<sub>1</sub>, β<sub>2</sub>, β<sub>3</sub>, and β<sub>4</sub>** are the slopes of the regression equation,

$X_1$  is the transactional leadership style,

$X_2$  is the transformational leadership style,

$X_3$  is the laissez-faire leadership style,

$\epsilon$  is an error term normally distributed about a mean.

### 3.8 Research Quality

This section presented the validity and reliability tests of the study.

#### 3.8.1 Reliability Test

If administered to the same set of people repeatedly, a valid questionnaire would yield the same results (Collis & Hussey, 2014). According to Zikmund et al. (2012), reliability is the degree of correlation between a measure and other accepted measurements of the same construct. The internal consistency (reliability) of the measuring instrument for this study was determined using the Cronbach coefficient alpha. The following were the guidelines for using the Cronbach's alpha test provided by (George and Mallery, 2019):  $>.9$  - Very good,  $>.8$  = Excellent,  $>.7$  = Acceptable,  $>.6$  = Doubtful,  $>.5$  = Poor, and  $.5$  = Unacceptable. Cronbach's alpha coefficients between 0.7 and 0.9 were considered good (Cooper and Schindler, 2006). Gliem & Gliem (2003), recommend a Cronbach's value of 0.7, while Asikhia (2009), supported a dependability cut-off of 0.6. However, according to Bagozzi and Yi (2012), a value of 0.5 was deemed to be credible. When the study results were dependable and consistent, the research tool was regarded as strong (Kerlinger, Lee & Bhanthumnavin, 2000). Based on these findings, a Cronbach coefficient alpha of greater than 0.7 was deemed appropriate and reliable for this study. Table 3.1 gave a summary of the findings.

**Table 3. 1: Cronbach's coefficient results**

<b>Variable scale (leadership style)</b>	<b>Cronbach's Coefficient(<math>\alpha</math>)</b>
Transactional Leadership Style	0.836
Transformational Leadership Style	0.87
Laissez-faire Leadership Style	0.836
Succession Planning	0.803

**Source: Researcher (2022)**

According to Jacqueline and Nafula (2021), a Cronbach coefficient value of 0.7 was generally recognized as the minimum standard value that was appropriate for assessing reliability.

Because the Cronbach coefficient value of all variables was greater than 0.7, the study found that the variable scales used in the study were reliable for both the independent variables (leadership styles) and the dependent variable (succession planning).

### **3.8.2 Validity Test**

According to Blumberg, Cooper, and Schindler (2014), the most important feature of a measuring instrument is validity, because an instrument should measure what it is designed to measure. Validity can be measured in the following ways: face, content, concept, and criterion validity (Lakshmi & Mohideen, 2013). Both concept and content validity were used in this study. The content validity of the instrument was determined through discussions with specialists in leadership styles and succession planning. Construct validity was tested with the assistance of the supervisor to ensure that all parts of the conceptual framework were included in the questionnaire. This was consistent with Blumberg, Cooper, and Schindler's (2014), proposal to ensure face, content, construct, and concurrent validity when doing research.

As a pilot study, 10 to 30% of the population should be surveyed (Connelly, 2008). The pilot study used 10% of the sample responses. The pre-test was completed by six private telecommunications firms in Kiambu County, with two responses from each. To avoid biases or data duplication, the final study did not include the pilot's findings. This is why the pilot was conducted in Kiambu County rather than in Nairobi County. The results of this test were used to improve the questionnaire's wording, phrasing, and sentence structure, as well as its alignment with the objectives.

### **3.9 Ethical Considerations**

The researcher obtained an authorization letter from Strathmore University, which was utilized to obtain a letter of authorization for the research and a permit from the National Commission for Science, Technology, and Innovation (NACOSTI). CAK was notified of the purpose of the data collection so that it could provide an updated and comprehensive list of the registered telecommunications firms in Nairobi County, Kenya.

The researcher informed the respondents of the study's objectives and acquired their written agreement to participate in the research before collecting any data from them. No respondent was coerced into taking part in the study for the researcher to meet the study's objectives; rather,

participation was voluntary and gained through signed participant information and consent forms. This protected the researcher's integrity and the quality of the study. For the respondents' greater understanding and use as a resource, a covering letter outlining the objectives of the study was included with each questionnaire that was distributed. All written work, whether published or unpublished, was properly cited to avoid plagiarism.

### **3.11 Chapter Summary**

This chapter described the research methodology that was considered throughout the research. It considered the research design, the population of the study, the sampling design, the data collection, and data analysis methods, the research quality, and lastly, the ethical guidelines that were observed during the research.



## CHAPTER FOUR

### DATA ANALYSIS, FINDINGS, AND INTERPRETATION

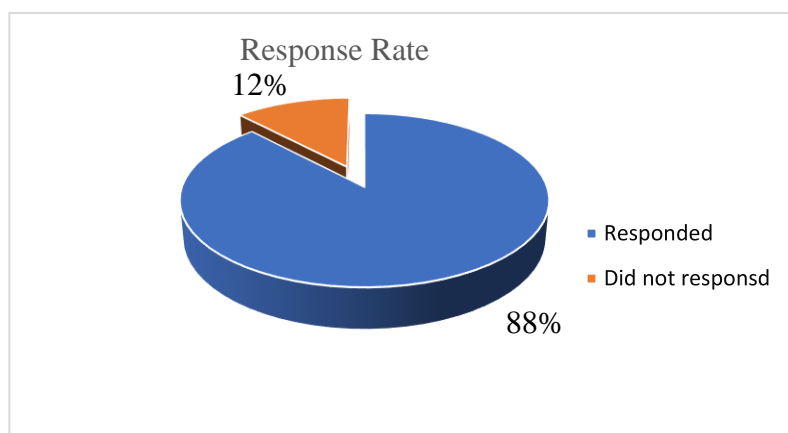
#### 4.1 Introduction

This chapter discussed the findings' interpretation and presentation. The study's objective was to determine the influence of transactional, transformational, and laissez-faire leadership styles on succession planning among private telecommunication firms in Nairobi County, Kenya. The research findings aimed at answering the research questions of the study. For better comprehension, the collected data was analyzed and the reports were then presented as tables and figures.

#### 4.2 Questionnaire Response Rate

The study's target population consisted of 112 respondents from Tier 3 private telecommunications firms in Nairobi County, Kenya. The data were collected between May 1 and June 30, 2022. Out of the 112 questionnaires distributed, only 103 were returned. Five questionnaires, however, were not fully completed, and they were thus excluded from the data analysis. As a result, 98 properly completed surveys were used, resulting in an 88 percent response rate. According to Kothari (2004), a response rate of 50% is adequate for analysis and reporting, a rate of 60% is good, and a rate of 70% or higher is exceptional and acceptable for the study. As a result, the 88 percent response rate was deemed adequate for data analysis. In addition, of the 98 duly filled questionnaires, 71 had been administered online while 27 questionnaires had been physically administered. Figure 4.1 showed the obtained results.

**Figure 4. 1: Questionnaire Response Rate**



Source: Researcher (2022)

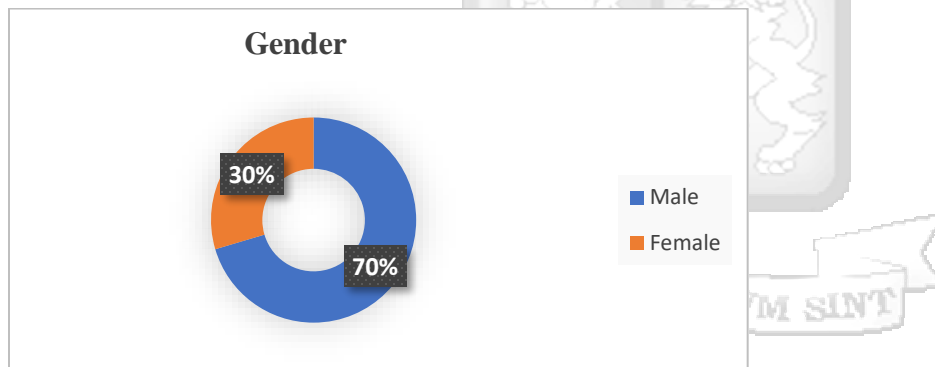
### 4.3 Demographic Respondent Profile

The respondents' demographic profile was discussed in this section. This included their gender, age, level of education, years of professional experience, duration of the company's operations, and the position they currently held within the firm.

#### 4.3.1 Gender of Respondents

The researcher sought to ascertain the relationship between the gender of respondents. According to the research's findings, the majority 70% (69) of the respondents were males and 30% (29) were females. The gender composition illustrated that a gender divide exists in private telecommunication firms in Nairobi County, Kenya. As a result, the majority of the participants in this study were male, outnumbering the female participants. This implied that a majority of the leaders in the private telecommunication industry who were involved in succession planning were male. Table 4.1 showed the obtained results.

**Figure 4. 2: Gender of the Respondents**

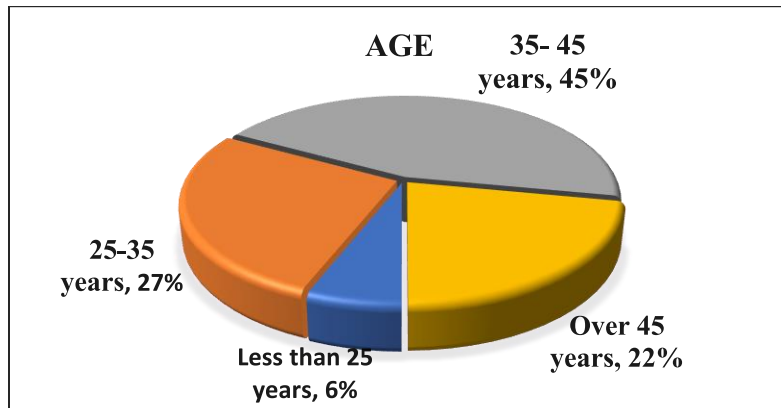


**Source: Researcher (2022)**

#### 4.3.2 Age of the Respondents

The study also focused on determining the respondents' age group. According to the research findings, the majority of respondents (45% (44) were between the ages of 33 and 45, 27% (26) were between the ages of 25 and 34, 22% (22) were over 45, and 6% (6) were under the age of 25. Because the majority of the participants were between the ages of 33 and 45, it was likely that they had prior leadership experience, which meant they had had time to experiment with different leadership styles and were also familiar with succession planning. As a result, the targeted respondents were eligible for this study. Figure 4.2 showed the obtained results.

**Figure 4. 3: Age of the Respondents**

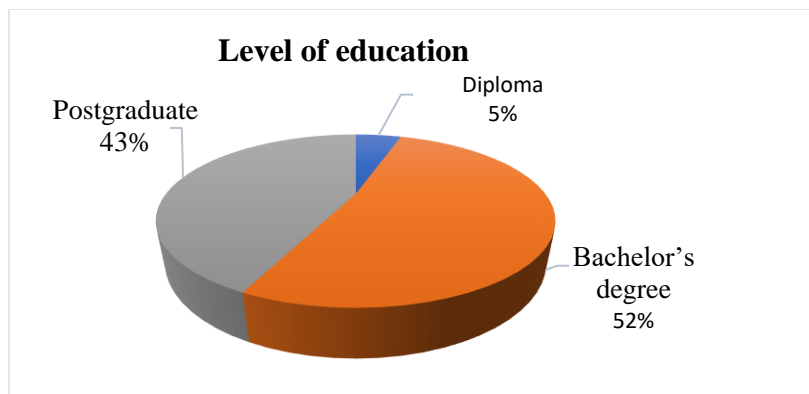


Source: Researcher (2022)

#### 4.3.3 Education Level of the Respondents

Respondents were asked to indicate their highest level of education. The study's findings indicated that the majority 52% (51) had a bachelor's degree as their highest academic qualification, followed by 43% (42) post-graduate degrees and 5% (5) diplomas. According to the research's findings, the majority of the top-level or senior management team had a bachelor's or post-graduate degree. This implied that they had solid theoretical and practical knowledge of the various leadership styles that would be used to implement successful succession planning programs based on their surroundings. This qualified them to manage businesses in dynamic or competitive environments, making them suitable for the research target audience and ensuring the study's objectives were met. Figure 4.3 showed the obtained results.

**Figure 4. 4: Education Level of the Respondents**



Source: Researcher (2022)

#### 4.3.4 Years of Professional Experience

The research also sought to find out the number of years that the respondents had in their professional experience. According to the research findings, the majority of respondents (52% (51) had worked in the sector for 11-15 years, 22% (22) had worked for more than 15 years, 19% (19) had worked for 6-10 years, and 6% (6) had worked for less than 5 years. Because the majority of respondents had worked in the sector between 11 and 15 years, they had gained the necessary leadership experience for this study. They had also had the opportunity to apply various leadership styles in various situations, learning what worked and what did not, and had also participated in succession planning for the length of their career. This leadership experience qualified the participants for this study. Figure 4.4 showed the obtained results.

**Figure 4. 5: Years of professional experience of the respondent**



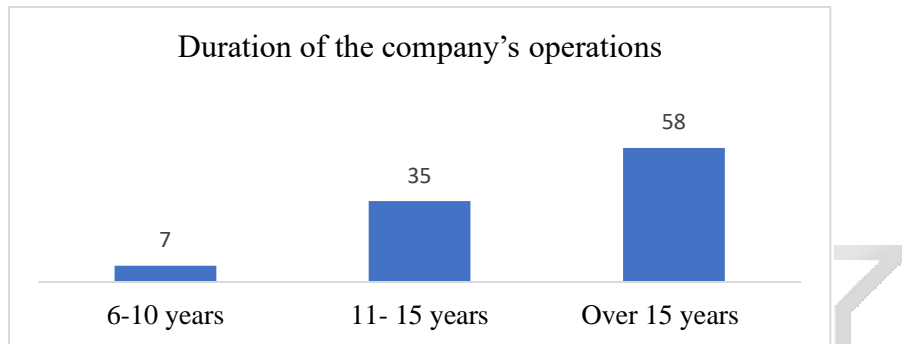
**Source: Researcher (2022)**

#### 4.3.5 Duration of the Company's Operations

The researcher was also interested in the duration of the organization's existence. According to the research findings, the majority of the firm's 58% (57) had been in operation for 15 years or more, 35% (34) have been in operation for 11-15 years, and 7% (7) have been in operation for 6-10 years. Since the majority of the firms in this study had been in the telecommunications industry for 15 years or more, they were more likely to have a formal succession planning program in place. This is because the firm was bound to have lost key personnel at a certain point, necessitating the need for succession planning.

Furthermore, different senior managers would have used different leadership styles, demonstrating which ones worked or failed. Based on this experience, it was clear that respondents could answer the research questions regarding the influence of different leadership styles on succession planning. Figure 4.5 showed the obtained results.

**Figure 4. 6: Duration of the company’s operations**

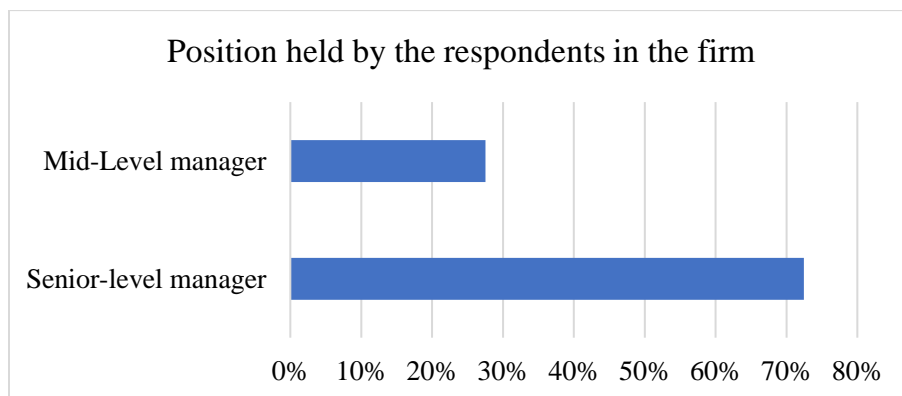


**Source: Researcher (2022)**

#### **4.3.6 Position held by the respondents in the firm**

The study also sought to establish the position held by the respondents in their respective organizations. From the research findings, the study established that the majority 72% (71) were senior-level managers while 28% (27) were mid-level managers. This implied that the respondents held positions of leadership and thus had experience with leadership styles and the succession planning process. The findings demonstrated that the study's objectives had been met. Figure 4.6 showed the obtained results.

**Figure 4. 7: Position held by the respondents in the firm**



**Source: Researcher (2022)**

#### 4.4 Descriptive Statistics

In this section, descriptive statistics such as frequencies, percentages, mean and standard deviation were employed. Aggesti and Finlay (2009) determined that a mean between 1.00 and 2.49 is considered to be very weak, 2.50 to 3.49 is considered to be weak, 3.50 to 4.49 is considered to be strong, and 4.50 to 5.00 is considered to be extremely strong. A standard deviation number greater than 0.5 implied homogeneity, whereas a standard deviation value less than 0.5 indicated heterogeneity. Heterogeneity in a study means that the sample produced a range of outcomes. It reveals a significant level of variation among the individuals in the study sample (Lorenc et al., 2016). However, if the data is homogeneous, it means that respondents had a comparable comprehension of the problem and gave similar responses (Lorenc et al., 2016).

##### 4.4.1 Transactional Leadership and Succession Planning

The study aimed at finding out how transactional leadership style influences succession planning in private telecommunication firms in Nairobi County, Kenya. Table 4.2 showed the obtained results.

**Table 4. 1: Transactional Leadership and Succession Planning**

Statements	N	Mean ( $\mu$ )	STD ( $\sigma$ )
I prefer providing rewards contingent on performance.	98	3.99	0.634
I prefer taking corrective actions in anticipation of problems.	98	3.97	0.680
I lead by sharing the mission and the vision of the company with employees.	98	4.13	0.727
I lead by communicating high-performance expectations.	98	4.68	0.467
I am always punctual to work as a way of encouraging employees to do the same.	98	4.14	0.718
I like inspiring my juniors to do their best on the job they are doing.	98	4.66	0.475
<b>Average</b>	<b>98</b>	<b>4.26</b>	<b>0.617</b>

Source: Researcher (2022)

The respondents were presented with six statements on the influence of transactional leadership style on succession planning. The research summary showed that the respondents strongly agreed that they lead by communicating high-performance expectations ( $\mu = 4.68, \sigma = 0.467$ ) and that they liked inspiring their juniors to do their best on the job ( $\mu = 4.66, \sigma = 0.475$ ). The researcher also observed that the respondents set led by being punctual to work as a way of encouraging their employees to do the same ( $\mu = 4.14, \sigma = 0.718$ ) and also by sharing the mission and the vision of the company with employees ( $\mu = 4.13, \sigma = 0.727$ ). Additionally, respondents concurred that they prefer providing rewards contingent on performance ( $\mu = 3.99, \sigma = 0.634$ ) and that they prefer taking corrective actions in anticipation of problems ( $\mu = 3.97, \sigma = 0.68$ ). The average mean score was 4.26, and the average standard deviation was 0.617, indicating that respondents generally agreed that transactional leadership style influenced succession planning in private telecommunication firms in Nairobi County, Kenya.

#### 4.4.2 Transformational Leadership style and Succession Planning

The study also aimed at determining the influence of transformational leadership style on succession planning among private telecommunication firms in Nairobi County, Kenya. Table 4.3 showed the obtained results.

**Table 4. 2: Transformational Leadership style and Succession Planning**

Statements	N	Mean ( $\mu$ )	STD ( $\sigma$ )
I am a visionary leader who attracts trust and respect from his subjects.	98	4.00	0.626
It is my habit to inspire, motivate and promote a good model among my juniors.	98	4.53	0.190
I prefer to inspire my subjects to enthusiastically accept and peruse challenging goals or missions in the future.	98	3.97	0.680
I communicate personal respect to my juniors by giving them specialized attention by recognizing each one's unique needs.	98	4.30	0.596

I prefer to articulate new ideas that prompt my juniors and colleagues to rethink the conventional practice.	98	4.43	0.557
I go beyond self-interest as a leader for the good of the organization.	98	3.96	0.641
<b>Average Score</b>	<b>98</b>	<b>4.20</b>	<b>0.548</b>

**Source: Researcher (2022)**

The respondents were presented with six statements on the influence of transformational leadership style on succession planning. The findings showed that the majority of respondents strongly agreed that it was their habit to inspire, motivate and promote a good model among their juniors ( $\mu = 4.53$ ,  $\sigma = 0.190$ ). Respondents also concurred that they prefer to articulate new ideas that prompt their juniors and colleagues to rethink the conventional practice ( $\mu = 4.43$ ,  $\sigma = 0.557$ ) and that they communicate personal respect to their juniors by giving them specialized attention and recognizing each one's unique needs ( $\mu = 4.30$ ,  $\sigma = 0.596$ ). In addition, respondents agreed that they were visionary leaders who attract trust and respect from their subjects ( $\mu = 4.00$ ,  $\sigma = 0.626$ ), and that they inspired their subjects to enthusiastically accept and persevere challenging goals or missions in the future ( $\mu = 3.97$ ,  $\sigma = 0.680$ ), and that they go beyond self-interest as a leader for the good of the organization ( $\mu = 3.96$ ,  $\sigma = 0.641$ ). The average mean score (4.20) and average standard deviation (0.548) indicated that the respondents agreed with the aspects of transformational leadership style applied in their organizations which in turn influenced succession planning in private telecommunication firms in Nairobi County, Kenya.

#### **4.4.3 Laissez-Faire Leadership Style and Succession Planning**

The study also determined the influence of the Laissez-Faire leadership style on succession planning among private telecommunication firms in Nairobi County, Kenya. Table 4.4 below indicated the results.

**Table 4. 3: Laissez-Faire Leadership Style and Succession Planning**

<b>Statements</b>	<b>N</b>	<b>Mean (<math>\mu</math>)</b>	<b>STD (<math>\sigma</math>)</b>
I adopt the hands-off approach in my leadership.	98	4.04	0.657
I am so committed to providing all training and support to the junior employees	98	4.02	0.673
I am alive to the fact that mistake is part of human nature, therefore I don't punish mistakes.	98	4.06	0.744
I always want to know that the people in my group have the abilities, expertise, and motivation to finish a job without being micromanaged.	98	4.09	0.644
I prefer standing back and letting the employees make decisions and letting them set their deadlines.	98	4.35	0.690
I prefer delegating my duties and letting decisions to subordinates without providing any direction.	98	4.05	0.765
<b>Average Score</b>	<b>98</b>	<b>4.10</b>	<b>0.695</b>

**Source: Researcher (2022)**

The respondents were presented with six statements on the influence of the laissez-faire leadership style on succession planning. The majority of the respondents agreed that they preferred standing back and letting the employees make decisions and letting them set their deadlines ( $\mu = 4.35$ ,  $\sigma = 0.690$ ). Respondents also concurred that they always wanted to know that the people in their group have the abilities, expertise, and motivation to finish a job without being micromanaged ( $\mu = 4.09$ ,  $\sigma = 0.644$ ), they also viewed mistakes as part of human nature thus they did not punish mistakes ( $\mu = 4.06$ ,  $\sigma = 0.744$ ), and that they preferred delegating their duties and letting decisions to subordinates without providing any direction ( $\mu = 4.05$ ,  $\sigma = 0.765$ ). To a slighter extent, respondents agreed that they adopted the hands-off approach in their leadership ( $\mu = 4.04$ ,  $\sigma = 0.657$ ) and that they were committed to providing all training and support to their junior employees ( $\mu = 4.02$ ,  $\sigma = 0.673$ ).

Based on the average mean (4.10) and average standard deviation (0.695), it indicated that the respondents agreed with aspects of the laissez-faire leadership style hence influencing succession planning in private telecommunication firms in Nairobi County, Kenya.

#### 4.4.4 Succession Planning

The researcher sought to find the results of succession planning among private telecommunication firms in Nairobi County, Kenya. Table 4.5 indicated the results obtained.

**Table 4. 4: Succession Planning**

Statements	N	Mean ( $\mu$ )	STD ( $\sigma$ )
Participants are satisfied with the succession program and individual development activities	98	4.89	0.533
Succession planning matches well with individual's career plans and employees' perception	98	3.94	0.623
Each part of the Succession planning program is working toward attaining program objectives	98	4.02	0.673
Individuals progressing through their developmental experiences in preparation for future advancement into key positions.	98	3.90	0.666
Succession planning is contributing to achieving organizational results as stated	98	3.95	0.615
Success or failures of organizational strategic plans can be attributed to succession planning program	98	3.92	0.639
<b>Average Score</b>	<b>98</b>	<b>4.11</b>	<b>0.625</b>

Source: Researcher (2022)

The respondents were presented with six statements on succession planning. From the findings, respondents strongly agreed that participants were satisfied with the successful programs and individual development activities ( $\mu = 4.89$ ,  $\sigma = 0.533$ ). Respondents concurred that each part of the succession planning program was working towards attaining program objectives ( $\mu = 4.02$ ,  $\sigma = 0.673$ ), and that succession planning contributed to the achievement of the organizational results ( $\mu = 3.95$ ,  $\sigma = 0.615$ ). However, despite having the least mean values, respondents agreed that succession planning matched well with individual career plans and employees' perceptions ( $\mu = 3.94$ ,  $\sigma = 0.623$ ), and that success or failures of organizational strategic plans were attributed to the succession planning program ( $\mu = 3.92$ ,  $\sigma = 0.639$ ). The average mean score (4.11) and average standard deviation (0.625) indicated the importance of succession planning in private telecommunication firms in Nairobi County, Kenya.

#### 4.4.5 Descriptive Statistics Summary

A summary of average means and standard deviations of the independent variables (transactional leadership style, transformational leadership style, and laissez-faire leadership style) and dependent variable (succession planning) were shown in table 4.6.

**Table 4. 5: Descriptive Statistics Summary**

Area of Focus	Item Description	N	Mean ( $\mu$ )	STD ( $\sigma$ )
Leadership Style	Transactional Leadership	98	4.26	0.617
	Transformational Leadership	98	4.2	0.548
	Laissez-Faire Leadership	98	4.1	0.695
<b>Average</b>		<b>98</b>	<b>4.19</b>	<b>0.62</b>
<b>Succession Planning</b>		<b>98</b>	<b>4.11</b>	<b>0.625</b>

**Source: Researcher (2022)**

From the research findings, the transactional leadership style had the highest means core of 4.26 and a standard deviation of 0.617. This indicated that, when compared to other independent variables, the transactional leadership style had the greatest impact on succession planning, and respondents highly agreed with the constructs under this variable. Transformational leadership style followed closely with a mean score of 4.20 and a standard deviation of 0.548. This implied that respondents agreed that it had a significant influence on succession planning though not to the magnitude accorded to the transactional leadership style.

The laissez-faire leadership style had the least mean score of 4.10 with a standard deviation of 0.695. This demonstrated its influence on succession planning but not to the notable extent of transactional leadership style or transformational leadership style. From the overall means of leadership style ( $\mu = 4.19$ ,  $\sigma = 0.620$ ) and succession planning ( $\mu = 4.11$ ,  $\sigma = 0.625$ ), it was inferred that transactional leadership style, transformational leadership style, and laissez-faire leadership style had significant influence on succession planning in private telecommunication firms in Nairobi County, Kenya.

#### **4.5 Inferential Statistics**

According to Mugenda & Mugenda (2010), inferential statistics is a branch of statistics that deals with inferences, generalizations, estimates, and approximations based on sample data. It is used to make decisions regarding a population based on data collected. Correlation analysis was used to determine whether there was a statistically significant relationship between the dependent variable and the independent variables. A multivariate regression model was also employed in the study to examine how succession planning (dependent variable) was influenced by the transactional leadership style, transformational leadership style, and laissez-faire leadership style (independent variables). Succession planning within private telecommunication firms in Nairobi County was measured using reaction, learning, behavior, and results.

##### **4.5.1 Pearson's Coefficient of Correlation**

To determine the linearity of the relationship between the variables, Karl Pearson's coefficient of correlation was used. The statistical relationship between independent and dependent variables was quantified using the Pearson correlation coefficient. Saunders, Lewis, and Thornhill (2009), evaluated the correlation and deduced that  $r = 1$  indicated a strong relationship;  $0.9 < r < 1$  shows a perfect linear correlation;  $0.9 < r < 0.7$  indicated a positive strong correlation;  $0.7 < r < 0.5$  indicated a positive moderate correlation;  $0 < r < 0.5$  indicated a positive low correlation;  $r = 0$  indicated a weak correlation; and  $r = -1$  indicated a negative correlation relationship.

The study employed Karl Pearson's coefficient of correlation ( $r$ ) to demonstrate the relationship between the study variables. Correlation analysis was critical for establishing the prevalence and correlations between variables, as well as forecasting occurrences based on current data and knowledge. The study's findings were provided in table 4.6 below.

**Table 4. 6: Pearson’s Coefficient of Correlation**

	Succession planning	Transactional leadership	Transformational leadership	Laissez-faire leadership
Succession planning	1			
Transactional leadership	0.61**	1		
Transformational leadership	0.74**	0.34**	1	
Laissez-faire leadership	0.52**	0.12**	0.06**	1

\*\*Correlation is significant at the 0.01 level (2-tailed).

**Source: Researcher (2022)**

The coefficient correlations (r) between transformational leadership style, transactional leadership style, and laissez-faire leadership style were 0.740, 0.614, and 0.523, respectively. This research found a statistically significant, strong positive relationship between these three leadership styles and succession planning ( $p < 0.01$ ). These results imply that succession planning was significantly influenced by transformational, transactional, and laissez-faire leadership styles, respectively.

**4.5.3 Multiple Regression Analysis**

In this particular study, succession planning served as the dependent variable, while the three different types of leadership styles—transformational leadership, transactional leadership, and laissez-faire leadership styles—acted as the independent variables in the regression model. Based on the results of the simple regression, which are shown and discussed below, the researcher produced regression equations for each objective and a model equation for the multiple regression model. The multiple regression analysis was used to determine the relationship that exists between succession planning (dependent variable) and the transformational, transactional, and laissez-faire leadership styles (independent variables).

The R-squared statistic was used in the regression analysis to assess how well the model fitted the data. It established the extent to which the elements that were categorized as independent variables were responsible for the variation in the dependent variable. The term "adjusted R squared" incorporated extra model predictors. The adjusted R-Squared increased only if the new predictor added a statistically significant improvement to the model. The standard error of the estimate, a metric of prediction accuracy, declined when a predictor improved the model less than would be predicted by chance.

However, it increased when a predictor enhanced the model above what would be predicted by chance. Additionally, the regression's standard error (or errors) provided an exact measurement of the deviation between the data points and the regression line.

#### 4.5.3.1 Regression Analysis for Transactional Leadership and Succession Planning

The researcher sought to determine how transactional leadership style influenced succession planning. The results were displayed in table 4.7 below.

**Table 4. 7: Regression Analysis for Transactional Leadership style and Succession Planning**

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.217 <sup>a</sup>	.047	.037	.65311

a. Predictor Constant: Transactional Leadership Style

##### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.031	1	2.031	4.761	.032 <sup>b</sup>
	Residual	40.949	96	.427		
	Total	42.980	97			

a. Dependent Variable: Succession Planning

b. Predictor Constant: Transactional Leadership Style

##### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.987	0.422	0.217	7.071	0
Transactional leadership style	0.228	0.105		2.182	0.032

a. Dependent Variable: Succession Planning

**Source: Researcher (2022)**

The findings showed that the dependent variable (succession planning) and the independent variable had a one-to-one correlation (transactional leadership style). The coefficient of correlation between transactional leadership and succession planning was 0.217, which indicated a strong relationship between the two variables.

In addition, the findings showed that the coefficient of determination was statistically significant (R Square = 0.047, P < 0.05). This indicated that transactional leadership was responsible for 4.7 percent of the variation that was seen in succession planning.

The regression model's statistical significance was assessed using the analysis of variance (ANOVA). It was inferred that the model was statistically significant in its ability to predict the influence that transactional leadership style had on succession planning in private telecommunication firms in Nairobi County, Kenya, because  $F(1, 96) = 4.761$  and  $p=0.032$ , both of which are smaller than 0.05. The fact that the model was significant with a 95% level of confidence and that the  $p < 0.05$  showed that the variables in the equation were statistically significant.

The coefficient for transactional leadership was 0.217, and the significance level was less than 0.05. This indicated that the association was significant at a level of confidence equal to or greater than 5%. When there was a change of one unit in the independent variable, the standardized coefficients reflected the corresponding change that occurred in the dependent variable. Therefore, a one percent change in transactional leadership style resulted in a 21.7% change in succession planning.

Therefore, the regression equation is;

$$Y = \beta_0 + \beta_1 X_1 + \epsilon$$

Where:

**Y** is the dependent variable - Succession Planning,

**$\beta_0$**  is the regression coefficient/ Y-intercept,

**$\beta_1$**  is the slopes of the regression equation,

**$X_1$**  is the independent variable - Transactional leadership style,

**$\epsilon$**  is the error term.

Thus, the regression equation for transactional leadership style and succession planning was;

$$Y = 2.987 + 0.228 X_1 + 0.422.$$

#### **4.5.3.2 Regression Analysis for Transformational Leadership Style and Succession Planning**

The researcher also sought to determine the extent to which transformational leadership style influenced succession planning. The results were displayed in table 4.8 below.

**Table 4. 8: Regression Analysis for Transformational Leadership Style and Succession Planning.**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.406 <sup>a</sup>	.164	.156	.66804

a. Predictor Constant: Transformational Leadership style

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.433	1	8.433	18.896	.000 <sup>b</sup>
	Residual	42.843	96	.446		
	Total	51.276	97			

a. Dependent Variable: Succession Planning

b. Predictor Constant: Transformational Leadership Style

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.277	.432		5.269	.000
	Transformational Leadership Style	.465	.107	.406	4.347	.000

a. Dependent Variable: Succession Planning

**Source: Researcher (2022)**

The research findings demonstrated a direct relationship between transformational leadership style (independent variable) and succession planning (dependent variable). The coefficient of determination between transformational leadership style and succession planning was  $R=0.406$ . Further, it was evident from the research findings that the coefficient of determination was significant ( $R\text{ Square} = 0.164$ ,  $P < 0.05$ ). This implied that 16.4% of the variation in succession planning was a result of the transformational leadership style.

The significance of the regression model was tested using Analysis of Variance (ANOVA). Since  $F(1, 96) = 18.90$  and  $p = 0.000$  were less than 0.05, the model was statistically significant in predicting how transformational leadership style influenced succession planning in private telecommunication

firms in Nairobi County, Kenya. Given that  $p < 0.05$ , the model was significant at a 95% confidence level and that the variables in the equation were important. The transformational leadership style had a coefficient of 0.406 and  $p < 0.05$ . This meant that the relationship was significant at the 5% level. When there was a change of one unit in the independent variable, the standardized coefficients reflected the corresponding change that occurred in the dependent variable. Thus, a 1% change in the transformational leadership style led to a 40.6% change in succession planning.

Therefore:

$$Y = \beta_0 + \beta_2 X_2 + \epsilon$$

Where:

**Y** is the dependent variable - Succession Planning,

**B0** is the regression coefficient/ Y-intercept,

$\beta_2$  is the slopes of the regression equation,

**X<sub>2</sub>** is the independent variable - Transformational leadership style,

**ε** is the error term.

Thus, the regression equation for transformational leadership style and succession planning was;

$$Y = 2.277 + 0.465X_2 + 0.432.$$

#### 4.5.3.3 Regression Analysis for Laissez-Faire Leadership Style and Succession Planning

The researcher carried out a regression analysis to determine the extent to which the laissez-faire leadership style influenced succession planning in private telecommunication firms within Nairobi County, Kenya. The results were displayed in table 4.9 below.

**Table 4. 9: Regression Analysis for Laissez-Faire Leadership Style and Succession Planning**

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.391 <sup>a</sup>	.153	.144	.18566

a. Predictor constant: Laissez- Faire Leadership style

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.598	1	.598	17.338	.000 <sup>b</sup>
Residual	3.309	96	.034		
Total	3.907	97			

- a. Dependent Variable: Succession Planning
- b. Predictor Constant: Laissez-Faire Leadership Style

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.683	.224		12.001	.000
Laissez-Faire Leadership Style	.255	.061	.391	4.164	.000

- a. Dependent Variable: Succession Planning

**Source: Researcher (2022)**

The research findings demonstrated a direct relationship between laissez-faire leadership style (independent variable) and succession planning (dependent variable). Laissez-faire leadership style and succession planning were significantly correlated, as shown by the coefficient of determination,  $R=0.391$ . Further, it was evident from the analysis that the coefficient of determination was significant ( $R\text{ Square} = 0.153$ ,  $P < 0.05$ ). This implied that 15.3% of the variation in succession planning was explained by changes in the laissez-faire leadership style.

The significance of the regression model was tested using Analysis of Variance (ANOVA). Since  $F(1, 96) = 17.338$ , and  $p=0.000$  which was less than 0.05, the model was statistically significant in predicting how the laissez-faire leadership style influenced succession planning in the private telecommunication sector in Nairobi County, Kenya. Given that  $p<0.05$ , the model was significant at a 95% confidence level and the variables in the equation were important.

The laissez-faire leadership style had a standard coefficient of 0.391 and  $p < 0.05$ . This meant that the relationship was significant at the 5% level.

The standardized coefficients indicated the corresponding change in the dependent variable when a change of one unit was affected in the independent variable. Thus, a 1% change in laissez-faire leadership style led to a 39.1% change in succession planning.

Therefore:

$$Y = \beta_0 + \beta_3 X_3 + \epsilon$$

Where:

**Y** is the dependent variable - Succession Planning,

**B<sub>0</sub>** is the regression coefficient/ Y-intercept,

**B<sub>3</sub>** is the slopes of the regression equation,

**X<sub>3</sub>** is the independent variable - Transformational leadership style,

**ε** is the error term.

Thus, the regression equation for laissez-faire leadership style and succession planning was;

$$Y = 2.683 + 0.255X_3 + 0.224$$

#### 4.5.3.4 Regression Analysis for Leadership Styles and Succession Planning

A multiple regression analysis was run to determine the influence of the three leadership styles (transactional leadership style, transformational leadership style, and laissez-faire leadership style) on succession planning. Table 4.10 below showed the results.

**Table 4. 10: Regression Analysis for Leadership Styles and Succession Planning**

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.990 <sup>a</sup>	0.981	0.981	0.10152

a. Predictor Constant: Transactional, Transformational, and Laissez-Faire Leadership Styles

ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	50.286	1	50.286	4879.25	.000 <sup>b</sup>
Residual	0.989	96	0.01		
Total	51.276	97			

a. Dependent Variable: Succession Planning

b. Predictor Constant: Transactional, Transformational, and Laissez-Faire Leadership Styles

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.476	0.419		6.139	0
	Transactional L.S.	0.228	0.422	0.217	2.182	0.032
	Transformational L.S.	0.465	0.432	0.406	4.347	0
	Laissez-Faire L.S.	0.255	0.224	0.391	4.164	0

a. Dependent Variable: Succession Planning

Source: Researcher (2022)

The model summary demonstrated a direct relationship between the study's dependent variable (succession planning) and independent variables (transactional, transformational, and laissez-faire leadership styles). There was a high strong coefficient of determination between transactional leadership style, transformational leadership style, laissez-faire leadership style, and succession planning ( $R=0.990$ ). Further, it was evident from the table that the coefficient of determination was strong and significant ( $R\text{ Square} = 0.981$ ,  $P < 0.05$ ). This implied that 98.1% of the variation in succession planning was a result of transactional leadership style, transformational leadership style, and laissez-faire leadership style.

The significance of the regression model was tested using Analysis of Variance (ANOVA). Since  $F(1, 96) = 4879.248$ , and  $p=0.000$  was less than 0.05, the model was statistically significant in predicting how transactional leadership style, transformational leadership style, and laissez-faire leadership style influenced succession planning in private telecommunication firms in Nairobi County, Kenya.

Given that  $p < 0.05$ , the model was significant at a 95% confidence level and the variables in the equation were important. This meant that the regression model could effectively be used to predict how succession planning was influenced using transactional leadership style, transformational leadership style, and laissez-faire leadership style.

The regression weights of three of the independent variables were significant. The regression model used unstandardized coefficients because they were intuitive to interpret and understand, and also, they were preferable for use in calculations and analysis (Siegel, *et. al.*, 2016). Transactional leadership style had a coefficient of 0.217 and  $p < 0.05$ , transformational leadership style had a coefficient of 0.406 and  $p < 0.05$ , and laissez-faire leadership style had a coefficient of 0.391 and  $p < 0.05$ . This meant that the relationship was significant at the 5% level.

The standardized coefficients indicated the corresponding change in the dependent variable when a change of one unit was affected in the independent variable. Thus, a 1% change in transactional leadership style caused a 22.8% change in succession planning; a 1% change in transformational leadership style caused to 46.5% change in succession planning, and a 1% change in laissez-faire leadership style caused a 25.5% change in succession planning.

Therefore:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:

**Y** is the dependent variable - Succession Planning,

**B<sub>0</sub>** is the regression coefficient/constant/Y-intercept,

**β<sub>1</sub>, β<sub>2</sub>, β<sub>3</sub>, and β<sub>4</sub>** are the slopes of the regression equation,

**X<sub>1</sub>** is the Transactional leadership style,

**X<sub>2</sub>** is the Transformational leadership style,

**X<sub>3</sub>** is the Laissez-Faire leadership style,

**ε** is an error term

Therefore, the regression equation between the three leadership styles and succession planning was;

$$Y = 0.476 + 0.228X_1 + 0.465X_2 + 0.255X_3 + 0.419$$

## 4.6 Chapter Summary

The chapter presented results obtained from the data collected which included descriptive statistics, multiple regression analysis, and correlation. The mean and standard deviation results of each variable were also included. The findings were presented using figures and tables and also provided in-depth interpretations of each research finding.



## **CHAPTER FIVE**

### **DISCUSSIONS OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter entailed a discussion of the research findings about the research objectives. Further, the study presented recommendations for further studies on this topic to help fill in the gaps left out as a result of the study's scope limitations.

#### **5.2 Discussion of Findings**

The objective of this study was to determine the influence of transactional leadership styles, transformational leadership styles, and laissez-faire leadership styles on succession planning among private telecommunication firms in Nairobi County, Kenya.

##### **5.2.1 Transactional Leadership and Succession Planning**

The first objective of this study was to investigate the influence of transactional leadership style on succession planning in private telecommunication firms in Nairobi County, Kenya. The respondents were presented with six statements. The research findings revealed that the respondents demonstrated leadership by communicating high-performance expectations and inspiring their juniors to do their best on the job they were undertaking. Additionally, they preferred giving rewards contingent on performance and also taking corrective actions in anticipation of problems. Respondents to a greater extent agreed that the transactional leadership style had the most impact on succession planning in private telecommunications firms in Nairobi County, Kenya, as evidenced by the average mean score of 4.26. The inferential statistic result showed that there is a positive moderate correlation between transactional leadership style and succession planning, with a coefficient correlation of 0.614.

The study's regression analysis revealed a strong coefficient of determination between transactional leadership style and succession planning ( $R=0.217$ ). Furthermore, it was evident from the analysis that the coefficient of determination was significant ( $R\text{ Square} = 0.047$ ,  $P < 0.05$ ). The model was tested using ANOVA, and based on the findings, the model was determined to be statistically significant in determining the influence of transactional leadership style on succession planning in private telecommunications in Nairobi County, Kenya, with  $P=0.032$  which was less than 0.05.

These findings were consistent with Bennerson's (2021), research findings on organizations' perceptions of leadership styles and succession planning.

According to the findings, there was a statistically significant positive relationship between succession management and each of the leadership styles described in the full range leadership theory, with transactional leadership style being the most accurate predictor. The study also agreed with Rajagani and Diwyaa's (2020), research findings which showed that there was a strong positive correlation between transactional leadership style and succession planning. This suggested that the greater the degree of agreement between the leader and the followers regarding the transactional aspects of the work, the more positive impact there would be on organizational performance, organizational commitment, leadership trust, corporate citizenship practices, and future succession plans.

The findings of Kagai (2015)'s research contradicted the findings of this study. Kagai (2015) concluded that the transformational leadership style had the greatest influence on succession planning, with an average mean of 4.43. The transactional leadership style had a mean of 4.2, indicating that it had a significant influence on succession planning, but not to the extent that the transformational leadership style did. The directive leadership style had a mean of 4.11, while the participative leadership style had a mean of 3.8, indicating that they had less influence on succession planning than the transformational leadership style.

### **5.2.2 Transformational Leadership style and Succession Planning**

The second objective of this study was to determine the influence of transformational leadership style on succession planning in private telecommunication firms in Nairobi County, Kenya. The respondents were presented with six statements. The study established that the respondents led by inspiring, motivating, and being good models to their juniors. They also preferred articulating new ideas that prompted their juniors and colleagues to rethink conventional practices. Additionally, they communicated personal respect to their juniors by giving them specialized attention and recognizing each one's unique needs. The respondents, as indicated by the average mean score of 4.20, agreed with the aspects of the transformational leadership style that influenced succession planning, although not to the same extent as that of the transactional leadership style. The inferential statistic results showed that transformational leadership style had a positive high correlation with succession planning as compared to the two variables discussed in this study with a coefficient correlation of 0.740.

The study's regression analysis revealed there was a statistically significant relationship between transformational leadership style and succession planning ( $R=0.406$ ). The model was shown to be statistically significant in predicting the influence of transformational leadership style on succession planning in private telecommunication enterprises in Nairobi County, Kenya, as depicted by  $p=0.000$ , which was less than 0.05, based on the ANOVA results.

These findings were consistent with what Ahmad, bin Mohamed, and Manaf (2017) found when they researched the influence of ideal influence, motivation inspirational, individual influence, and intellectual stimulation effect on succession planning in the Malaysian public sector. These researchers found that transformational leadership had a positive relationship with succession planning programs in the public sector. This suggested that a greater emphasis should be placed on transformational leadership to strengthen succession planning. Transformational leadership can only result in positive outcomes when the motivating vision is made concrete, such as through creating occupations in a way that increases the prominence of the vision's influence. Transformational leaders primarily contribute to the succession planning process inside an organization by fostering a common vision and inspiring each employee to work for the long-term success of the company.

Lin et al. (2018) research findings contradicted the findings of this study. They claimed that transformational leadership had a negative impact, causing emotional exhaustion and motivating employees to resign. As a result, transformational leadership had a negative impact on employees with low levels of competence and conscientiousness. Thus, organizational leaders were cautioned against employing the transformational leadership style indefinitely.

### **5.2.3 Laissez-Faire Leadership Style and Succession Planning**

The final objective of this study was to determine the influence of the laissez-faire leadership style on succession planning in private telecommunication firms in Nairobi County, Kenya. The respondents were presented with six statements. The study revealed that the respondents led by standing back and letting the employees make decisions and letting them set their deadlines. They also ensured that each team member had the abilities, expertise, and motivation to finish their job without supervision. Additionally, they preferred delegating their duties to subordinates without providing any guidance when assigning tasks and making judgments.

The respondents concurred that delegation of responsibilities, trusting team members, and rewarding individuals for their hard work were important factors that influenced succession planning in private telecommunication firms in Nairobi County, Kenya, based on the overall mean of 4.10. The Laissez-faire leadership style was found to have a positive moderate coefficient correlation with succession planning of 0.523.

The results of the regression analysis indicated a positive relationship between laissez-faire leadership style and succession planning. As revealed by the ANOVA results,  $p=0.000$ , which was less than 0.05, the model was statistically significant in determining the influence of the laissez-faire leadership style on succession planning in private telecommunication firms in Nairobi County, Kenya.

The results of this study supported the conclusion reached by Figueiredo (2022) that a laissez-faire leadership style influenced succession planning. Leadership that adopts a passive style is advantageous for succession planning. According to Fosse, Skogstad, Einarsen, and Martinussen (2019), the laissez-faire leadership style negatively impacted employees' job performance, job attitudes, and health and well-being. However, the findings of this study refuted their findings. People who valued their relationships with others were dissatisfied with the laissez-faire leadership style, which resulted in negative attitudes toward their superiors and the company as a whole. Unfavorable consequences occurred if laissez-faire leaders failed to meet the expectations and objectives associated with each of the three levels of their self-concept. Yang (2015) asserted that unfavorable leadership styles exerted more impact than favorable ones.

### **5.3 Conclusion**

The study found that transactional leadership styles had the greatest influence on succession planning when compared to transformational or laissez-faire leadership styles. This meant that the telecommunications firms that used the transactional leadership style had the most successful implementation of their succession planning program. Employees were motivated to participate in the firms' succession planning process as a result of the reward system implemented by the firm or leaders. The greater the employee performance, the greater the reward. Furthermore, transactional leaders ensured that employees had the necessary resources and training to achieve the organization's goals. As a result, transactional leadership had the greatest influence on succession planning in private telecommunications firms in Nairobi County, Kenya.

The transformational leadership style was found to have a significant influence on succession planning, with an average mean score of 4.20, but this was lower than the average mean of the transactional leadership style. Transformational leaders encouraged their employees to participate in succession planning by creating work environments that encouraged creativity and shared decision-making. Employees were allowed to express their thoughts on how the program could benefit them and the company in the long run. The transformative leaders also communicated the firm's vision and mission to employees and inspired them to do the same. However, in private telecommunications firms in Nairobi County, Kenya, transformational leadership had a lower impact than transactional leadership.

When compared to transactional and transformational leadership styles, the laissez-faire leadership style had the lowest mean score of 4.10. This demonstrated that, when compared to transactional and transformational leadership styles, it had the least impact on succession planning. This meant that the laissez-faire leadership style was the least effective for implementing the succession planning program. As a result, succession planning decisions should not be delegated to employees, as is the nature of the laissez-faire leadership style.

#### **5.4 Implications of Research**

The study's findings can be used by various stakeholders to form different opinions based on their requirements. The research findings have implications for policymakers, management, and knowledge.

##### **5.4.1 Contribution to Policy**

The study would be of the highest importance to leaders who want to have a comprehensive understanding of the regulations required to support an effective succession planning process. It would be the responsibility of a variety of industry stakeholders, including but not limited to the government, investors in telecommunications companies, and venture capitalists, amongst others, to ensure that effective succession plans are put into place in the telecommunications industry to ensure the smooth transition of businesses from one generation to the next.

### **5.4.2 Contribution to Management**

To combat the growing problems of transitory management, the study emphasized the need for management to make investments in ongoing leadership talent development and proactive succession planning. Additionally, they must plan for operational succession plans and concentrate on the leadership development of any existing employees who may be candidates for succession.

This study will help the management of telecommunications firms understand that leadership succession planning is a circular process that entails replacing leaders who have retired or resigned from their roles. When the existing managers leave their positions, this will make it necessary for the company to implement succession planning programs. These programs will ensure that the organization maintains stability at the management level, the knowledge or skill level, and the personnel level. This will have a "pull effect" on the employees, meaning that they will be motivated to perform at a high level to build up a viable potential for when it comes time for the company to change hands.

### **5.4.3 Contribution to Knowledge**

The results of this study will be used by other academics, researchers, and scholars to contribute to the body of literature on different styles of leadership and succession planning. An empirical contribution is made by the study to the field of succession planning in organizations in general and, more specifically, to the management of the telecommunications industry by its findings.

### **5.5 Suggestions for further studies and Limitations of the study**

The results of this study will be used by other academics, researchers, and scholars to contribute to the body of literature on the various leadership styles and succession planning. An empirical contribution has been made by the study to the field of succession planning in organizations in general and, more specifically, to the management of the telecommunications industry.

The research methodology and the tools used, both physical and online questionnaires were applied. Online questionnaires yielded a greater number of responses than physical questionnaires. This is because online questionnaires had a greater chance of reaching a wider audience than physical questionnaires. Physical questionnaires might not have this advantage due to time and budget limitations. Online questionnaires typically have low response rates. This challenge was overcome by using a meticulous follow-up plan that included polite phone calls and email reminders.

As a result, there was a sufficient increase in participation overall that was sufficient to meet and exceed the required threshold. This directly led to an 88 percent response rate being reached.

The Covid-19 pandemic also presented challenges for the research as well. As a result, a majority of respondents preferred the online questionnaires as opposed to the physical questionnaires. The fact that some respondents worked mostly from home added to the time restrictions, which led to higher response rates on online questionnaires than on physical questionnaires.

Probably, more leadership styles utilized by companies and affecting their succession planning would have been determined. However, due to time constraints, the research was limited in scope and hence only examined the transactional, transformational, and laissez-faire leadership styles.



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## APPENDICES

### APPENDIX I: LETTER OF INTRODUCTION

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 visit www.sbs.strathmore.edu



7<sup>th</sup> February 2022

To Whom It May Concern

**RE: FACILITATION OF RESEARCH – GRACE WANGUI**

This is to introduce Grace Wangui who is a Master of Commerce (MCOM) Student at Strathmore University Business School, admission number MCOM/133940. As part of our MCOM Program, Grace is expected to do applied research and undertake a project. This is in partial fulfilment of the requirements of the MCOM course. To this effect, Grace would like to request for appropriate data from your organization.

Grace is undertaking a research paper on “**INFLUENCE OF LEADERSHIP STYLES ON SUCCESSION PLANS AMONG THE PRIVATE TELECOMMUNICATION FIRMS IN NAIROBI COUNTY IN KENYA.**” The information obtained shall be treated confidentially and shall be used for academic purposes only.

Our MCOM 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,

A handwritten signature in black ink, appearing to read 'Njoki Kiagiri'.

Njoki Kiagiri  
Associate Manager – Graduate Programs.  
Strathmore University Business School.

Association of African  
Business Schools



Strathmore Business School is a Proud member of



## APPENDIX II: RESEARCH INSTRUMENT

### Questionnaire

### Questionnaire

### Influence of leadership styles on succession plans among the private telecommunication firms in Nairobi County 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. Name of your organization (optional)

\_\_\_\_\_

2. Gender

Male

Female

3. Age

Less than 25 years

25-35 years

35- 45 years

Over 45 years

4. Level of education

Diploma

Bachelor's degree

Postgraduate

Other (Specify) \_\_\_\_\_

5. Years of professional experience

Less than 5 years

6-10 years

11-15 years

15 years and above

6. Duration of the company's operations

6-10 years

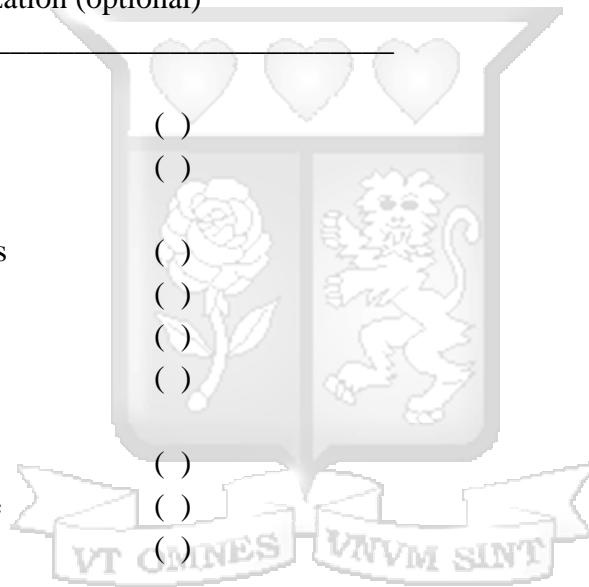
11- 15 years

Over 15 years

7. Position held by the respondents in the firm

Senior-Level Manager

Mid-Level Manager



**Section B: Transactional leadership (tick where applicable)**

11. Please tick the level of agreement of the following statements, as shown in the table. Please indicate in the table with a tick (√) or across (×) with a scale of 5-Strongly Agree (SA), 4-Agree(A), 3-Undecided(U), 2-Disagree(D), 1-Strongly Disagree (SD).

	S.A.	A	U	D	S.D.
I prefer providing rewards contingent on performance.					
I prefer taking corrective actions in anticipation of problems.					
I lead by sharing the mission and vision of the company with employees.					
I lead by communicating high-performance expectations.					
I am always punctual to work as a way of encouraging employees to do the same.					
I like inspiring my juniors to do their best on the job they are doing.					

**Section C: Transformational Leadership (TICK WHERE APPLICABLE)**

12. Please tick the level of agreement of the following statements, as shown in the table. Please indicate in the table with a tick (√) or across (×) with a scale of 5-Strongly Agree (SA), 4-Agree(A), 3-Undecided(U), 2-Disagree(D), 1-Strongly Disagree (SD)

	S.A.	A	U	D	S.D.
I am a visionary leader who attracts trust and respect from his subjects.					
It is my habit to inspire, motivate and promote a good model among my juniors.					

I prefer to inspire my subjects to enthusiastically accept and persevere challenging goals or missions in the future.					
I communicate personal respect to my juniors by giving them specialized attention by recognizing each one's unique needs.					
I prefer to articulate new ideas that prompt my juniors and colleagues to rethink the conventional practice.					
I go beyond self-interest as a leader for the good of the organization.					

**SECTION D: LAISSEZ-FAIRE LEADERSHIP (TICK WHERE APPLICABLE)**

11. Please tick the level of agreement of the following statements, as shown in the table. Please indicate in the table with a tick (✓) or across (×) with a scale of 5-Strongly Agree (SA), 4-Agree(A), 3-Undecided(U), 2-Disagree(D), 1-Strongly Disagree (SD).

	<b>S.A.</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>S.D.</b>
I adopt the hands-off approach in my leadership.					
I am so committed to providing all training and support to the junioremployees					
I am alive to the fact that mistake is part of human nature, therefore I don't punish mistakes.					
I always want to know that the people in my group have the abilities, expertise, and motivation to finish a job without being micromanaged.					
I prefer standing back and letting the employees make decisions and letting them set their deadlines.					
I prefer delegating my duties and letting decisions to subordinates without providing any direction.					

**Section E: Succession planning (TICK WHERE APPLICABLE)**

13. Please tick the level of agreement of the following statements, as shown in the table. Please indicate in the table with a tick (√) or across (×) with a scale of 5-Strongly Agree (SA), 4-Agree(A), 3-Undecided(U), 2-Disagree(D), 1-Strongly Disagree (SD)

	S.A.	A	U	D	S.D.
Participants are satisfied with the succession program and individual development activities					
Succession planning matches well with individual's career plans and employees' perception					
Each part of the Succession planning program is working toward attaining program objectives					
Individuals progressing through their developmental experiences in preparation for future advancement into key positions.					
Succession planning is contributing to achieving organizational results as stated					
Success or failures of organizational strategic plans can be attributed to succession planning program					

**Thank you for your Participation.**



### **APPENDIX III: EMAIL TO RESPONDENTS FOR ONLINE QUESTIONNAIRE**

Dear... (Name of Respondent),

My name is Grace Njiru and I am currently pursuing a Master of Commerce Degree at Strathmore Business School, Strathmore University.

I am researching the influence of leadership styles on succession planning among private telecommunication firms in Nairobi County, Kenya.

The study is intended to inform the telecommunication stakeholders on the best leadership styles to be adopted in succession planning.

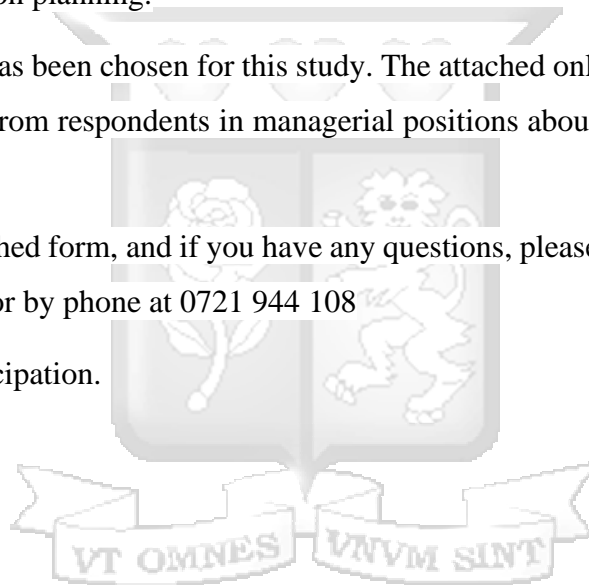
(Name of organization) has been chosen for this study. The attached online questionnaire is being used to obtain feedback from respondents in managerial positions about the leadership style used in succession planning.

Please complete the attached form, and if you have any questions, please feel free to contact me at the above email address or by phone at 0721 944 108

Thank you for your participation.

Kind Regards,

Grace Njiru.



**APPENDIX IV: PARTICIPANT INFORMATION AND CONSENT FORM**

Dear Respondent

I am a master’s student of commerce at Strathmore University, currently conducting research regarding the influence of leadership styles on succession plans among private telecommunication firms in Nairobi County in Kenya. The research is being done under the supervision of Dr. Nancy Njiraini.

To complete this research, I need to contact the top leaders and managers of various telecommunication firms to react to the attached questionnaire. Kindly grant me about 20 to 30 minutes of your appointed time to complete the questionnaire. There are no right or wrong responses to any of the statements. Please ensure that you respond to every statement.

To ensure the anonymity of the respondents I undertake not to use the names of any persons and places that might be mentioned. Your answers will be treated in strict confidence and will only be used for research purposes.

I thank you for your participation and the valuable time, which you are willing to spend on this project.

Researcher

Name: .....



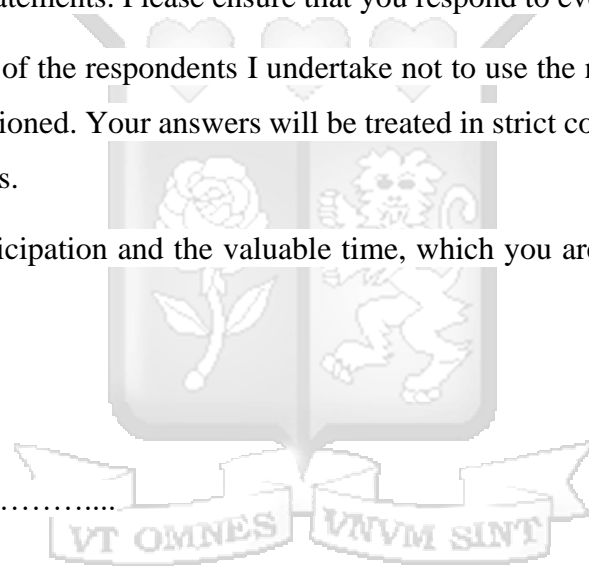
Signed: .....

Date: .....

Respondent

Name: .....

Signed: .....



**APPENDIX V: LIST OF TELECOMMUNICATION FIRMS IN NAIROBI COUNTY**

1.	Able Wireless Company Limited	31	Intellect Group Limited
2.	Adrian Kenya Limited	32	Jambo Telecoms Limited
3.	Afriq Network Solutions Limited	33	Jogoowear Enterprises Limited
4.	Ahadi Wireless Limited	34	Karti Telecom Limited
5.	Amazi Group Limited	35	Kemnet Technologies Limited
6.	Atima Creations Ltd	36	Teleport Communications Limited
7.	Balozi Distributed Antennae System Limited	37	Klass Image Limited
8.	Blue Streak Horizons Net Limited	38	Kozi Connect Limited
9.	Blue Telecom Limited	39	Masaba Services Limited
10.	Boma Wireless Company Limited	40	Mashariki Limited
11.	Brck Limited	41	Valleypoint Telecoms Limited
12.	Bulsho Fiber Link Limited	42	Vilcom Networks Limited
13.	Cable One Limited	43	Mobile One To One Limited
14.	Tatu Telecom Company Sez Limited	44	My Isp Limited
15.	Com Twenty One Limited	45	Netro Technologies Limited
16.	Coolight Technologies Africa Limited	46	Network Infrastructure Kenya Limited
17.	Eco-Partners Limited	47	Next Thing Networks Limited
18.	Elris Communications Services Limited	48	Novia East Africa Limited
19.	Embarq Limited	49	Poa Internet Kenya Limited
20.	Equator Datanet Kenya Limited	50	Rainbow Network Solutions Limited
21.	Faijon Fibre connect limited	51	Safetrac Networks Limited
22.	Fiberlink limited	52	Vijiji Connect Limited
23.	Fireside communications limited	53	Sky Broadband Kenya Limited
24.	Geonet technologies limited	54	Sky Dot. Group telco limited
25.	Hirani Telecommunication Limited	55	Skytrend Networks Limited
26.	Horyal Services Limited	56	Soliton Systems House Limited
27.	Valutel Limited		
28.	Icon Wireless Limited		
29.	Igo Broadband Limited		
30.	Industrial Technology Trading Company Limited		

**Source: Communication Authority of Kenya (2022)**

## APPENDIX VI: LETTER OF ETHICAL APPROVAL TO CONDUCT RESEARCH



23<sup>rd</sup> March 2022

Ms Njiru Grace,  
njiru.wangui@strathmore.edu

Dear Ms Njiru,

**RE: Influence of Leadership Styles on Succession Plans Among the Private Telecommunication Firms in Nairobi County in Kenya.**

This is to inform you that SU-IERC has reviewed and approved your above SU masters' research proposal. Your application reference number is SU-IERC1285/22. The approval period is 23<sup>rd</sup> March 2022 to 24<sup>th</sup> March 2023.

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 48 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 48 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://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Ben Ngoye".


for: Dr Ben Ngoye,  
Secretary; SU-IERC


Cc: Prof Fred Were,  
Chairperson; SU-IERC



Ole Sangale Rd, Madaraka Estate, PO Box 59857-00200, Nairobi, Kenya. Tel +254 (0)703 034000  
Email [admissions@strathmore.edu](mailto:admissions@strathmore.edu) [www.strathmore.edu](http://www.strathmore.edu)


**APPENDIX VII: PERMISSION TO CONDUCT RESEARCH FROM NACOSTI**

  
**REPUBLIC OF KENYA**  
National Commission for Science, Technology and Innovation

  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION**

RefNo: **372562** Date of Issue: **22/April/2022**


**RESEARCH LICENSE**




**This is to Certify that Ms. Grace Wangui Njiru of Strathmore University, has been licensed to conduct research in Nairobi on the topic: Influence of leadership styles on succession plans among the private telecommunication firms in Nairobi County in Kenya. for the period ending : **22/April/2023.****

License No: **NACOSTI/P/22/17008**

**372562**  
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.**