

**INFLUENCE OF SUCCESSION PLANNING ON THE PERFORMANCE OF KILIFI  
COUNTY GOVERNMENT EMPLOYEES**

**BY**

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## DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this work contains no materials written or published by other people except where due reference is made, and author duly acknowledged.

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## ABSTRACT

Succession planning is a Human Resource development function that is frequently ignored or underutilized in Kenyan organizations, particularly the public sector. This project examines how the Kilifi County Government has incorporated the function and the implications for employee performance in county. This study's specific objectives include determining how personnel development, leadership transition, human resource strategies, and financial planning affect the performance of County Government personnel. The report also explores how the human resources department can adapt and transfer this function to the County administration in order for it to be successfully implemented. The researcher used questionnaires to gather information about the problem from 230 employees in the Kilifi County Government. The questionnaires were distributed and collected on time and in the proper manner to capture what they were intended for. The results were then analyzed using the SPSS version 28 analysis tool to gain insight into the general responsiveness, what conclusions could be drawn from them, and other data collection tool tests such as normality. The results reveal that the Kilifi county government has not fully implemented succession planning, but various aspects of it are discussed. There is an effective recruitment strategy in place that attracts qualified candidates, but a lack of ongoing on-the-job training stymies development. Leaders are not mentored or coached to take on positions, which is a critical aspect of succession planning. The county government's talent retention system is inadequate, which explains some notable cases of employee resignation and dissatisfaction. The county government has a clear leadership structure, despite the lack of a mechanism for identifying and developing potential leaders. Despite the lack of a defined succession strategy, the Kilifi County Government Human Resource Department has worked to develop a system of prompt replacement and gap analysis, as well as a policy that acts to replace any attrition as a function that a succession planning strategy could have performed. From a management and administration standpoint, this study emphasizes the importance of considering the impact of succession planning as well as various strategies that can be implemented to improve the performance of public servants. The study strongly advises the implementation of programs that effectively identify skill gaps within the County and then invest in training through a proactive rather than reactive recruitment process, which will always improve preparedness in dealing with an ever-changing environment. Furthermore, the report suggests developing an engagement and communication policy for employees involved in performance evaluation and succession planning. The study advises the County Government of Kilifi to invest in technologies that will automate career and talent management for its employees.

**Key words:** Succession Planning, Personnel Development, Leadership Transition, Human Resource Strategies, Financial Planning, Performance

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## **DEDICATION**

I dedicate this Research Project to my family and friends for all the love and support accorded during this journey.

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## **ACRONYMS AND ABBREVIATIONS**

**CEO-** Chief Executive Officer

**SPSS-** Statistical Package for the Social Sciences

**KCG-** Kilifi County Government

**HR-** Human Resource

## **DEFINITION OF TERMS**

**Governance Framework** - These are the processes and mechanisms by which systems, relationships, rules, and structures within are exercised and controlled.

**Leadership**- This is the ability to motivate and guide others to achieve predetermined goals and objectives. It entails activities such as decision making, goal setting, vision communication, and providing the appropriate resources to achieve goals and objectives.

**Management**- This is the coordination and administration of tasks in order to achieve goals and objectives while effectively utilizing available resources.

**Performance**- This is an organization's ability to produce desired outcomes by managing and utilizing business resources.

**Personnel Development**- Personnel Development is any effort made by an organization, usually with significant resources, to increase the knowledge, skill, experience, commitment, or value of its employees in order to improve their performance.

**Human Resource Strategy**- It is a firm's strategy for managing its human capital in order to align it with its business activities. The Human Resource strategy establishes the direction for all key areas of HR, such as hiring, performance evaluation, development, and compensation.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Competition from the private sector constantly puts pressure on public institutions, with proposals for a leaner public sector (Hart, 2011). In this situation, public institutions must ensure that the management follows exemplary practices. These procedures intend to achieve succession planning to avoid leadership voids caused by promotions, transfers, fatalities, and retirement. According to Day (2007) and Jarell&Pewitt (2007), succession planning is frequent in the commercial sector but uncommon in the public sector. Recent perspectives on succession planning by Armstrong (2012), Alvan, Souteh, Jandaghi & Inaloo (2016), and Njeri, Ngui, & Mathenge (2019) underline its importance to organizational performance.

Succession planning is a systematic and deliberate process that maintains a critical leadership position in a company (Alvan, Souteh, Jandaghi, &Inaloo, 2016; Hart, 2011). It is a method for advancing individuals and retaining and developing intellectual capital for the organization's long-term success (Day, 2007; Robertson, 2005). As a result, succession planning is an ongoing initiative to improve successful departmental or organizational performance. Personnel development, staff mentorship, management, and human resources planning are three approaches.

The current condition of personnel management is that it has expanded beyond executive replacement to include talent management for long-term sustainability. For example, according to Njeri, Ngui, and Mathenge (2019), firms prioritize strategic talent management. The implementation of talent management into human resource strategies,

according to Wahba &Elmadaly (2017), is crucial in boosting an organization's competitiveness. Given the importance of talent management, many companies are including talent pools in their HR strategies. According to Akinyi (2017) and Stuart (2019), many large private sector organizations invested extensively in talent pools and streamlining succession planning.

There is no clear consensus as to who should initiate the process of people development. For instance, according to Day (2007), the human resources department starts the personnel development process by identifying "the proper persons." Harrell (2016), on the other hand, stated that the organization's board must approve the procedure of directors. Furthermore, although Day (2007) stressed the potentiality of candidates, Harrell (2016) emphasized the need to identify the "right candidates" at the "right time." Businesses do not just prefer searching inwardly for expertise supplies; they also seek externally for exquisite executive successors. Citrin& Neff (2007) established that the human resources department and the board of directors launched the people development process in certain businesses, while the CEO was also involved in others.

Both locally and internationally, organizations are often hesitant to cultivate talent in the "wrong" people. Low-potential candidates and employees whose career objectives do not align with the organization's goals, mission, and long-term plans are examples of 'wrong individuals,' according to Day (2007). It is costly for a company to acquire talent from employees planning to leave. According to Theus (2019), businesses systematically identify and select individuals to be prepared for future leadership roles through purposive training to carry out succession planning effectively. Human capital accumulation has long been the guiding pillar of personnel development and management worldwide. Theus (2019) states that competitive firms increase employee productivity through training-based people

management. According to Rouch, Monahan, and Doherty (2018), the progressive adoption of social learning is a common trend in talent management and succession planning.

According to the writers, we can accomplish potential candidates' talent development by learning from others' experiences while training and on-the-job exposure. As a result, talent development is more active than passive, as possible successors collaborate with current executives.

A global workforce shortage resulting from a perceived skills mismatch has prompted firms to invest in talent pools (Danha, 2020). Furthermore, a mismatch of abilities meant that businesses could no longer rely on the market to find top executives (Citrin & Neff, 2007). This observation demanded the creation of talent pools and succession planning for the company. As a result, some companies turn internally to find senior successors rather than outsourcing. Despite this, evidence showing insider replacements are more effective than outsider replacements is limited. For example, Harrell (2016) found that the decision between internal grooming versus foreign talent in some firms is solely based on board aspirations. Stevenson (2018) anticipated a worldwide succession crisis, estimating that 2.34 million senior leadership posts in the private sector are at peril of not being filled in advance.

As they approach retirement, organizations managed by baby boomers are on the edge of a leadership crisis. 'Baby boomer' managers aren't the only ones that don't invest in talent management. According to a poll conducted by Rouch, Monahan, and Doherty (2018), some CEOs felt intimidated by calls for talent management and succession planning. As a result, failure to manage development or plan for succession is clearly due to short-sightedness and solely selfish motives. Furthermore, a lack of staff mentoring has resulted in some businesses' underprepared employees for leadership posts.

As far as workforce advancement drives, there is no unmistakable agreement on the initiators of the interaction. Day (2007), for example, contended that the HR office starts the faculty improvement process with the ID of 'the perfect people. Harrell (2016), then again, contended that the interaction follows an association's board's endorsement. Furthermore, though Day (2007) reserved competitors' possibility, Harrell (2016) accentuated that the 'right applicants' are carved out at the 'ideal open door'. Additionally, Harrell (2016) set that 'outer ability' could be joined all of the time into an association's progression plans at whatever point need emerging. That is, associations inwards examine laying out ability pools and outwards in obtaining for possible chief substitutions. Citrin and Neff (2007) saw that in particular associations, the workforce advancement process was started by the HR division and the board while in others, it included the CEO.

Both locally and worldwide, associations are frequently careful about creating ability in 'some unacceptable people.' Day (2007), 'wrong people's incorporate low-expected competitors and representatives whose profession plans are not incongruity with the association's objectives, mission, and long-haul plans. Put unexpectedly; it is exorbitant for an association to put assets aggregating ability in workers who aim to leave the association. Theus (2019) saw that trying to job out progression arranging; associations are zeroing in on the precise ID and determination of people who are then prepared through purposed preparing to be future pioneers. The directing mainstay of staff improvement and faculty the executives all over the planet have been human resources collection. Theus (2019) contended that serious associations were upgrading representative efficiency by preparing the executives' supported ability. Rouch, Monahan, and Doherty (2018) indicated that a typical pattern of the executives' inability and progression arranging is that associations embrace social learning step by step as suggested by the creators, acknowledging ability improvement in potential applicants by allowing them to gain from the encounters of others even as they go

through preparing and hands-on openness. As a result, the ability improvement is participatory rather than uninvolved since potential replacements work inseparably with officeholder leaders.

A worldwide ability deficit emerging from apparent abilities confound has justified interest in ability pools by associations (Danha, 2020). Additionally, abilities confusion concluded that organizations could never again rely on the market to find top directors (Citrin and Neff, 2007). This abilities confusion necessitated the enhancement of ability pools and hierarchical progression plans. In this way, a few associations have started to examine inwards getting chief replacements rather than rethinking. There is, by the by, inadequate proof that insider substitutions are more viable than untouchable substitutions. Harrell (2016), for example, saw that, for specific associations, the decision between insider prepping and outside ability depended on completely ready inclinations.

Stevenson (2018) anticipated a plausible worldwide progression emergency with an expected 2.34million top authority occupations inside the private area being in danger of neglecting to acquire suitable replacements. Stevenson (2018) indicated that the crisis had been occasioned by foolhardy 'child of post-war America' officeholder leaders' inability to put resources into ability the board and staff mentorship programs. With retirement moving close, a person born after WW2-run associations is nearly an administration emergency. Inability to put resources into ability the board is, be that as it may, not attractive to 'person born after WW2' chiefs. An overview by Rutch, Monahan, and Doherty (2018), for example, announced that a few CEOs felt compromised by calls for ability the board and progression arranging.

It is, accordingly, apparent that the inability to oversee creates or anticipates progression emerges from a blend of foolishness and simply narrow-minded reasons. Also, a

dismissal for staff mentorship has inferred that representatives in specific associations remain ineffectively prepared for influential positions.

Despite its importance in ensuring organizational sustainability and filling leadership voids, succession planning still meets opposition. Top managers polled by Rouch, Monahan, and Doherty (2018), for example, thought succession planning was unworkable, with some people concerned that such a method may not reward them right away. As a result, in businesses whose CEOs felt threatened, attempts to develop individuals and invest in staff mentorship were relatively low. Furthermore, some senior executives believed that starting the successor identification process signaled their departure. As a result, managers' self-interests can drive opposition to succession planning.

There is conflicting information about whether potential successors were nurtured within or externally in succession planning. According to a 2013 Harvard Business Review Global CEO poll, 20-30% of boards required outsourcing of successors since external candidates replaced CEOs. External hiring was also more common in poorly performing departments and organizations than in those that are performing well. Furthermore, boards expressed improved self-assurance in the potential of external candidates to rebuild a company amid a financial crisis. However, a regional perspective on succession planning is lacking due to a lack of regional studies. According to Deloitte (2017), the commercial and public sectors have significant differences in staff development and talent management. Jarell & Pewitt (2007), Nkondola (2019), and Muthini (2019) found that numerous countries' public sector is lagging in terms of succession planning. Muthini (2019) attributed Kenya's public sector's disproportionately low levels of succession planning to an inefficient bureaucracy that hampered employee mentorship. According to Jarell & Pewitt (2007), Long service tenures forced public-sector leaders to avoid 'planning ahead of time.' Gondola (2019) linked

a lack of top executive goodwill to low levels of succession planning in public enterprises. Senior executives in the public sector are constantly frustrated by succession planning.

Human resource strategy in Kenya's public sector continues to be a disaster. While the Kenyan government acknowledges a leadership crisis in the public sector, the issue of raising the retirement age for top executives has remained a source of worry. The government has been given enough time to put pension money into work and other retirement benefits (Madichie & Nyakang'o, 2016). However, it has been stated that the majority of top executives have significant on-the-job expertise which would be wasted if they retired (Madichie&Nyakang'o, 2016). Furthermore, according to Madichie & Nyakang'o's Workplace Demographic Challenges report, some public officials believe they are "too young to retire" (2016). Some public-sector CEOs do not think that succession planning is necessary.

## **1.2 Statement of the Problem**

According to Akinyi (2017) and Ghasemi, Derakhshani, & Salari (2013), succession planning in public institutions has reached an all-time low. The two investigations indicated low people development, management, and staff mentoring in the public sector. Furthermore, only a few public organizations worldwide have talent pools, according to Deloitte (2017) and Dohrmann, Kennedy, and Shenoy (2008). Only KIPPRA in Kenya has such a pool, with talent nurtured for performance in other public institutions. According to Orwa&Njeri (2014) and Muthini (2014), Kenya's public sector continues to struggle with replacing top officers who are retiring or intending to leave soon (2019). Aging characterizes Kenya's public sector personnel (Muthini, 2019). The implication is that many public officials, especially CEOs, will be leaving the government in the coming years. According to Muthini (2019) and Public Service, 31% of public sector personnel were over 50 in 2017, with an expected rise over

time (2017). This creates impending leadership voids, necessitating talent preparedness to replace departing executives (Mutunga, 2020). However, the country's civil service talent is mismanaged (Muthini, 2019). Furthermore, Akinyi (2017) and Muthini (2019) stated poorly defined public sector career development policies. These put the country at risk of a public-sector retirement catastrophe.

To address the issue of an aging workforce, the government overhauled the civil service, thereby raising the retirement age from 55 to 60 years old (Public Service, 2017). The design of the reform was to keep essential management professionals in place while allowing succession mentorship (Public Service, 2017). Succession planning is not a frequent practice in government organizations. Madichie & Nyakang'o (2016) center their study on senior staff retention and the importance of their competencies and capabilities, which are critical in boosting organizational performance.

In 2016, 66.32 percent of national government personnel in all departments and ministries were above 40. (Public Service, 2017). 42.6 percent of Kilifi County Government personnel in the finance and economic planning department were over 45 years old as of July 2021. (Kilifi County HR, 2021). Regarding education, 43.6 percent of the department's employees lack educational credentials, such as certificates, diplomas, or degrees (Kilifi County HR, 2021). This scenario has two issues: an aging workforce and a skills shortfall. Because of the department's aging personnel, it's only time before top leaders quit the department and the county government. Exiting without appropriately-trained successors in place, according to Pandey & Sharma (2014) and Rouch, Monahan, & Doherty (2018), jeopardizes departmental performance and sustainability.

Govender (2010), Madichie & Nyakang'o (2016), and Akinyi (2017) studied succession planning in government parastatals. Harell (2016) and Njeri, Ngui, and Mathenge

(2019) investigated succession planning in the private sector. Korir, Rotich & Bengar (2015), Muthini (2019), and Mutunga (2020) all looked at the civil service as a whole while researching succession planning in the public sector. We did not examine County governments in this research. Due to their actions failed to recognize the distinctive characteristics of leadership and succession at the departmental and county government levels. As a result, we discover a gap in the empirical literature related to county governments by focusing on the county government's finance and economic planning department.

### **1.3 Objectives of the Study**

The primary goal of this research was to look into the impact of succession planning on the Performance of Kilifi County Government Employees. The following are the specific goals that this research was pursuing:

- i. To determine the impact of personnel development on the Performance of Kilifi County Government Employees.
- ii. To determine the impact of leadership transition on the productivity of Kilifi County Government Employees.
- iii. To analyze the effects of the Human Resources strategy on the Kilifi County Government Employees' performance.
- iv. To explore the effects of financial planning on Kilifi County Government Employees.

### **1.4 Research Questions**

- i. How does personnel development influence performance of the Kilifi County Government Employees?
- ii. How does leadership transition influence performance of the Kilifi County Government Employees?

- iii. How do human resource strategies influence the performance of Kilifi County Government Employees?
- iv. How does financial planning influence performance of the Kilifi County Government Employees?

## **1.5 Significance of the Study**

### ***1.5.1 Kilifi county government.***

The review discoveries will be necessary for the dynamic interaction by policymakers in the County Government. Thus, findings will help with changing and causing moderate arrangements and rules to advance progression anticipating the performance to upgrade consistent and ceaseless activities in the public area. Further, the review will give critical knowledge of the general public regions while arranging passage and, consequently, empowering the advancement and improvement of a pool of qualified in-house callings to top off basic future positions and openings. The exploration discoveries will be valuable in approaching briefs to feature influential cadres in progression arranging.

Furthermore, it will be pertinent to researchers and academicians by adding existing writing and hypothesis on progression arranging. We will realize this through distribution in peer explored diaries/papers and potential introductions in intellectual/logical meetings. The specialist has additionally distinguished further examination regions on powerful progression arranging.

### ***1.5.2 Devolved governments***

The discoveries of this study will be instrumental in directing Kilifi County HR administrators in adjusting human asset intends to improve staff execution. Specifically, this

review will touch on plans connected with advancement and representative evaluation. Additionally, the study distinguishes provisions in human asset plans, which once tended to situate different offices with an upper hand inside the area. A novel commitment of this review to region HR administrators is in the introduction of proof which will work with proof-supported decision-production in HR arranging.

Albeit this study was limited to Kilifi County Government, its discoveries will be instructive to other regional states to keep up with superior execution. This study looks at the impact of faculty advancement, workforce the board, staff mentorship, and HR anticipating authoritative execution finally.

### ***1.5.3 Society***

Support the current culture. Culture is so critical to the soundness and progress of an association. Society can't bear to leave positions open when they lose key pioneers. It isn't extraordinary for it to require a while to even a year to fill critical jobs inside an association. However, society's requirements to feel great and secure can rapidly change if a key position isn't filled.

Progression arranging gets ready society for a startling, undesired occasion. Who is ready for a critical forerunner's demise or abrupt disease in the association? Key individuals from the authority group are not safe to the unexpected occasions that life sends their direction. They battle with fender benders, infections, relationship issues, and different occasions that remove them from their jobs inside the Society. These occasions can't be anticipated; however, it is not at all impossible to have an arrangement that features who is skilled to dominate assuming a key individual is lost.

#### ***1.5.4 Scholars***

The study will allow academics and researchers to discuss additional research on the issue of factors influencing succession planning on public sector performance in Kenya, beyond Kilifi County.

#### **1.6 Scope of the Study**

The study looked at how succession planning affects performance in the Kilifi County Government. Specifically, the study investigated how performance inside the County was affected by the development, leadership and mentorship of personnel and human resources strategy. The analysis benefited from the information provided by Kilifi County Government departmental employees and managers.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter examines the existing literature on succession planning and develops a conceptual framework for the relationship between succession planning and Kilifi County government performance. The researcher has discussed the theoretical review, Empirical review, Knowledge gap, Conceptual framework, and Operationalization of variables.

#### 2.2 Theoretical Review

Theoretical literature is concerned with theories which were examined for the study's purposes. This section covers the various academic works conducted by researchers in public sector succession planning and performance. There were present models and hypotheses presented. Concerning the variables, we examined the dependent and the independent variables. We summarize the link between the dependent and independent variables in the conceptual framework. The resource-based view theory, human capital theory, and goal-setting theory are some of the ideas discussed.

##### 2.2.1 *Resource-based view theory*

The Resource-Based View (RBV) theory crafted by Birger Wernerfelt fostered an article named "A Resource-Based View of the Firm" in 1984. In any case, components of the RBV hypothesis can be discovered in previous study work by inventors such as Coase in 1937, Selznick in 1957, Penrose in 1959, Stigler in 1961, Chandler in 1962, and Williamson in 1975, where the importance of company assets and its ideas for business execution were emphasized (Armstrong and Taylor, 2014). According to the RBV hypothesis, organizations

should try not to achieve an essential fit with the outside climate but rather expand their internal assets to plan and rule future open doors (Saqib and Rashid, 2018). In this way, the County Government should consider its employees as part of the county's larger strategic resources. Human resource management has progressed beyond just managing and paying employees to developing programs that aim to improve skills and increase profit margins. According to the theory, companies who can keep these non-replaceable resources will have a continuous competitive edge over competitors who can't match the services they supply. If a business has valuable and scarce but imitable human resources, they will provide a short-term competitive advantage before fading away to the benefit of competitors. This idea emphasizes the development of abilities. Capabilities are critical because they direct organizations on how to maximize the potential value of resources. Personnel management, in relation to Resource Based Theory, initiates the unique ability required of enterprises, and in this example, the county government, to improve and update staff dynamics in response to changes in the work environment.

The RBV theory argues that organizations should not try to achieve strategic fit with the external environment but aim to maximize their internal resources to create and dominate future opportunities (Saqib & Rashid, 2018). The objectives in regard to this theory answered whether the county government were doing enough to sustain and develop its respectable employees in order to create exceptional performance above other counties. The study combined this theory to focus on the internal portion of the organization, which should prioritize the county's people resources, while the purpose being about providing services to inhabitants.

Critiques of this theory argue that the effectiveness of the resource-based approach was inextricably linked to the external context of the firm and that the resource-based

approach provides more value when the external environment is less predictable. Other critiques have argued that the theory's valuable, rare, inimitable, and a non-substitutable proposition is neither necessary nor sufficient for a firm's sustained competitive advantage (Armstrong & Taylor, 2014). This theory was relevant to the current study as employees' talent can be a valuable resource to an organization's performance. Thus, retention of high-value (potential) employees should be an integral element of an organization's succession planning policies.

### **2.2.2 *Human capital theory***

The human resources hypothesis by Schultz in 1961 and later grew broadly by Becker in 1964 as referred to in his distribution named "Human Resources: A hypothetical and Empirical Analysis to exceptional reference to instruction." The human resources hypothesis acknowledged that actual capital development was just a small piece of the development of authoritative pay (Tan, 2018). Business analyst Theodore Schultz presented profit from speculation, which featured the money-saving advantage investigation of staff preparation and training. Given Schultz's examination of profit from the venture, Becker presented the ideas of universally valuable human resources and firm-explicit human resources that are generally utilized by human asset improvement specialists worldwide to date (Josan, 2018).

According to the human resources hypothesis, workers' education or preparation improves efficiency by imparting valuable knowledge and abilities. This theory hypothesizes that preparation and instruction consumption is excessive and should be speculated on because it aims to increase individual income. Through education and training, succession planning aims to develop a spectrum of talents that will assure business continuity and cultural maintenance. According to Smith, the approach focuses on increasing employees' economic value by investing in training and tangibly improvable traits such as communication, people management, problem resolution, and emotional health. This

approach emphasizes the need of leadership grooming, which is fundamental to succession planning. Various researchers have attempted to explain the human capital idea in terms of human resource development and skill enhancement. The importance of the idea in this study is widely acknowledged in terms of improving organizational performance through the production of human resource value. "A more educated, better-trained person is capable of giving a huge quantity of beneficial productive effort than those with less education and training," McConnell et al. (2009) argue.

Some studies suggest that the human capital approach is often used to explain occupational wage differentials (Campbell, Coff & Kryscynski, 2019). In Becker's view, human capital is similar to "physical means of production", e.g., factories and machines meaning one can invest in human capital (via education, training, medical treatment) and a firm's output depends partly on the rate of return on the human capital one owns. Succession planning is a method for predicting future patterns in human resource supply and how to quickly fill positions in the event of attrition or turnover considering how such gap could affect the performance of an organization. Human capital theory considers current employees to be strategic partners who are prioritized in knowledge-based initiatives and cross-functional collaboration in this setting (Tan 2018). This statute has a favorable impact on the county government's present performance and return on investment plan of non-replicable employees who might seek employment elsewhere.

### ***2.2.3 Goal-setting theory***

Latham and Locke created the objective setting hypothesis in 1968. The idea features four instruments that associate objectives to execution results, including i) focus on needs; ii) animate exertion; iii) challenge others to bring their knowledge and abilities to bear to improve their chances of winning; and iv) The more complex the goal, the more people will

use their whole skill set to achieve it. (Locke and Latham, 2019). The basic premise of the objective setting hypothesis is that an individual's conscious expectations (objectives) are the most important predictors of errand-related inspiration because goals direct our thoughts and actions. Accurate people are more likely to examine the repercussions of their actions. If people believe their current behavior isn't going to help them achieve their goals, they'll either change their behavior or choose more realistic goals (Locke and Latham, 2019).

If an organization has clear strategies on their succession planning and worker engagement is enhanced, worker retention and leadership grooming will be made easier within the organization. Efforts and overall motivation lead to accomplishment of goals. This provide the staff with a sense of accomplishment which boosts morale and workplace satisfaction. As a result, the objective setting hypothesis believes that there is a direct link between the meaning of stated and quantifiable objectives and execution: presuming that chiefs understand what they are working on, they are convinced to put more effort, which increases execution (Locke and Latham, 2019). The rationale for goal-setting improves execution is that a specific substantial standard affects decision-making, exertion, and consistency. As a result, a precise objective or target focuses an individual's attention on what needs to be done now rather than later. Obligation to an exceptionally significant standard likewise prompts ingenuity until the objective is accomplished (Armstrong and Taylor, 2014).

A competent presentation of the executives' framework should be backed up by solid goal-setting and organizational structure. People should be clear on the significant result areas for each role and what is expected. Setting goals must also follow a step-by-step procedure. People can agree on goals through open discussion and shape their goals within the organizational structure's overall execution (Jackson and Sirianni, 2018).This hypothesis

is applied to the current review. The review tried to investigate the impact of seat strength preparation on the exhibition of chosen domesticated animal items based on corporate firms in Kenya. Appraisal of seats strength preparation, which addresses the level of the board distinguished as prepared for advancement, is typically founded on recognized people's capacity to meet specific indicated authoritative objectives making execution assessment a significant component of evaluating a company's seat strength status.

#### ***2.2.4 Transformational Leadership Theory***

The transformational administration was first proffered by authority master McGregor Burns (1978) by recognizing ordinary (conditional) pioneers, who exchanged substantial awards for their work and unwavering support, and remarkable (groundbreaking) pioneers, who drew in supporters, zeroed in on higher request inborn necessities, and raised awareness concerning the meaning of precise results and new ways by which those results may be achieved (Barnett, McCormick and Conners, 2001; Judge and Piccolo, 2004). According to Burns, a pioneering project is visible when innovators and supporters push each other to a higher degree of confidence and inspiration. Such pioneers can lead devotees to modify their preconceptions, discernments, and inspiration to work, resulting in the attainment of hierarchical goals, thanks to the power of their vision and character. Transformational leadership is useful in succession planning because it allows current leaders to develop future plans and model them for existing personnel through communication and training, guaranteeing that the vision can be realized even if they are not there. Top leaders foster creativity, instill confidence, and optimize employees' abilities. The theory explains four elements that can help future leaders be discovered and prepared for their jobs. Intellectual stimulation, which emphasizes opportunities to learn and improve, individual attention, such as trust from others, inspirational drive, and idealized influence are the four components.

Transformational leaders accumulate trust, regard and deference from their devotees. They help their supporters, under specific circumstances work to transcend their matters and provide additional work to accomplish the association's central goal (Bass, 1985). Such pioneers can inspire this extra-normal execution on adherents through practices that propel excellent execution (Conger and Kanungo, 1998; Bass 1985) prompting hierarchical execution. The two Burns (1978) and Bass' (1985) hypotheses clarified the cooperation among representatives and the executives, notably how the connection among workers and the board is overseen in manners that at last prompts representatives going past their circumstance on the side of hierarchical targets. Groundbreaking and conditional authority speculations give a helpful focal point to seeing what pioneers mean for hierarchical execution.

As per Bass (1990) groundbreaking initiative encourages limited improvement and brings more significant levels of individual responsibility among 'adherents' to accomplish authoritative targets. Together, high limits and responsibility prompt extra exertion and more noteworthy usefulness in associations (Barbuto, 2005; Leithwood and Jantzi, 2000). Such pioneers commit tremendous energy to drive their representatives and regard the gifts and capacities of their laborer's. The four authority aspects expressed empower pioneers to act as solid good examples encouraging supporters' change into more fruitful and valuable people (Hay, 1995). Groundbreaking pioneers in this way show practices that might conceivably affect the degree of commitment and performance of their workers.

## **2.3 Empirical Review**

### ***2.3.1 Personnel development and performance of KCG employees***

With an end goal to work on the exhibition of the whole association and individual execution, associations should survey the work prerequisites versus the abilities and

information on representatives. Overcoming any barrier between the gig prerequisite and intrinsic abilities and information by preparing programs that answer the requirements. Hafeez and Akbar (2020) while zeroing in on worker preparing and their presentation with the instance of drug organizations in Pakistan, noticed that preparation of representatives as per the information hole displayed in association brings about expanding their usefulness through better work execution, effective utilization of HR and accessible assets, meeting the put forth objectives and goals, diminished cost because of less work turnover, decreased blunders, diminished mishaps and non-appearance, more able, and versatile work power and maintenance of the current staff. The concentrate additionally uncovered that since representatives are a significant resource for the association, the administration of the drug organizations should get the significance of expenditure pay on preparing them to make seriousness. Prepared workers exhibit the worth of showing collaboration, correspondence expertise, client assistance, relational relationship, and diminished non-attendance while the improvement regions incorporate occupation fulfilment, representative inspiration, new advancements, and efficiencies in interaction and development in methodologies as its switches. Sultana (2019) expressed that it is apparent that the more workers get proper preparation, the more proficient they become in their usefulness and execution.

In a review directed by Kum, Cowden and Karodia (2019) on worker responsibility and backing for an authoritative change, 60% of the tested representatives conceded that the effect of preparing on their work execution was astounding. They likewise showed that preparing content was pertinent to accomplishing their requirements, objectives, and self-advancement. It further demonstrated that a considerable number (60%) of the examined representatives conceded that the effect of preparing on their work execution was brilliant. The concentrate likewise uncovered the preparation content applied to accomplishing their necessities, objectives and self-improvement.

Githinji (2018) contends that strategies are essential to guarantee that worker execution is assessed, which guarantees that suitable preparation and advancement occur. With the assistance of the exhibition examination reports and discoveries, the association can have the option to recognize improvement needs. People, on the other hand, can assist in exhibiting the areas that require improvement as a result of the difficulties raised throughout the presentation evaluation process and their vocation path requirements. Kum, et al., (2019) found that management in organizations should support developing projects and content to ensure that employees understand new working arrangements. The endorsed preparing content and projects address the requirements and overcome any issues bringing about high worker skills, exceptionally viable staffs, low working expense and higher by an immense usefulness. Such preparation and advancement might improve the general execution of the representatives for them to complete the current job and upgrade the information, skills, and disposition of the labourers needed for future work, resulting in unequalled hierarchical execution. Workers' competencies are developed through training, and they are empowered to carry out gig-related tasks effectively and meet business goals. Disappointment grumbings, non-appearance, and turnover can all be much reduced when workers are so well prepared that they can experience the immediate fulfilment associated with the pride and knowledge that they are developing their natural abilities.

Onyango and Wanyoike (2019) on the impacts of preparing on representative execution showed that wellbeing labourers in Siaya County displayed low work fulfilment and inspiration which extraordinarily impacted their presentation. The province set to change this pattern by utilizing preparing programs and their help by financing the preparation programs while prescribing the preparation to all wellbeing labourers. This choice was reached because preparing decidedly affected the worker execution and their efficiency levels. Preparing is viable in affecting representative execution when the central parts of

interaction order are evaluating student needs and choosing fitting preparation techniques and conveyance modes. As per Asfaw, Argaw and Bayissa (2020) on the preparation and improvement sway on the viability of worker execution, sharing that preparing is viable just when the top initiative and authoritative administration give the undertaking its help as far as a monetary assignment, making time for learners to be shown either at work or off gesture.

A powerful preparation program has embraced the utilization of cutting-edge strategies and procedures for preparing the workers. Each association and its administration or pioneers pick different preparation techniques as subject to a few reasons including the association culture and design, accessible assets designated to worker preparing, the students attribute like people, groups of gathering, departmental preparation, general or specialized preparing and the recognized necessities that accelerate the preparation movement. As per Githinji (2019) on preparing and worker execution sharing, a strategy taken on ought to be achievable and reasonable, accordingly assessed as far as its ordinary sense and cost adequacy. What's more, the coaches ought to be skillful and have an immense number of years in pragmatic preparation to share the substance in a way that the students would effortlessly process. Wenzel (2020) specifies that for those individuals/people who chose to lead the preparation, either outside or in-house mentors.

Tahir, Yousafzai, Jan, and Hashim (2019) investigated the impact of training and advancement on representatives' performance and efficiency, assuming that all human resource development activities are intended to either further develop execution on the individual's current occupation, train new abilities for a new position or new situation later on, and general development for both people and organizations to have the option to meet the organization's current and future targets. There are primarily two distinct approaches that organizations can use to prepare and develop the skills of their employees. These are hands-

on preparations supplied to hierarchical representatives while leading their everyday work in similar working environments. Off-the-job practice entails removing employees from their regular employment, and, as a result, all fixations are put on hold for the preparation. Hands-on preparation can include but is not limited to work pivots and moves, instructing, and coaching. On the other hand, off-the-job preparing models have gatherings, pretending, and more, as detailed below.

When the hierarchical initiative is arranging preparing exercises for its workers, it is essential to think about the degree of ability that the learners have. This should be possible by surveying the implied information in their ownership and sorting out strategies that can be embraced to build their insight base. Methods include apprenticeship, which consists of a specialist or more experience representative sharing work obligations and allotting new undertakings to more up-to-date workers with less experience to prepare them. According to Rusinovci (2020), there are two main broad and diverse approaches that organizations can use to design and develop the abilities of their representatives. There are two types of preparation: on-the-job and off-the-job. Hands-on practice is given to hierarchical representatives while directing unpredictable work in similar settings. At the same time, off-the-work preparation includes removing workers from their typical workplaces, and accordingly, all focus is forgotten about the practice.

Hands-on preparation, Adongo (2019), while evaluating the work preparation impact on execution at Telkom Orange, shares that their firm trains their representatives to work on their exhibition and the organization's presentation. As a rule, the strategy at Telkom orange has been formed to direct and prepare to increment execution. The respondents shared that they have been interested in preparing since the organization was laid out to date, and a considerable lot of the workers feel propelled by the preparation offered. For sure many have

partaken in training programs. The organization directs its preparation by affecting staff work pivots in various divisions and the branches spread over the nation. After a few years, representatives are moved to other working positions to realize every one of the exercises and tasks of the firm.

Simultaneously, associations can embrace off-the-work preparing techniques to plan and execute studios and workshops, addresses, films, meetings, conversations, contextual analyses, pretending, reenactment, and modified guidance. Bhat (2020) indicated homeroom preparation, organization study halls instructive establishments are utilized, and staff is educated through general media help. A large portion of the off-the-work practice is instructing new ideas and critical thinking abilities. On the off chance that concentrates on investigation, a record of a genuine or fictitious circumstance is given, and understudies are approached to recommend replies to various functional and hypothetical issues raised by the record. The technique helps offer members a chance to encounter critical thinking in an applicable setting and what the future holds in their everyday work life.

Sila (2020) uncovers that occasionally talks can be utilized mainly while the preparation bunch is huge going in the large numbers since this technique is the most economical and productive in communicating a lot of data in a coordinated way. In any case, addresses will often need member inclusion, criticism, and significant association with the workplace, hindering learning and preparing. Instructing is a preparation strategy where a director, through direct conversation and directed movement, assists a partner with figuring out how to take care of an issue or improve. Pretending includes allocating mentors' jobs to carry on vivid characters and reenact circumstances to gain from it and learn about their obligations and how to take care of issues. Toward the finish of the pretend, interviewing is

basic which assists students with getting the experience and examining their bits of knowledge with one another (Onyango and Wanyoike, 2019)

Downey, Dalidowicz, and Mason (2019) assessed apprenticeship as a learning approach. According to the report, apprenticeship is a work-focused preparation method that includes on-the-job and study-hall preparation. Apprenticeships can be supported by individual organizations or by gatherings of organizations helping out an association. A more significant part of apprenticeship programs is gifted exchanges like pipes, carpentry, electrical work, and block lying. In the first place, the business confirms that the learner has the expected information on the activity or cycle. Then, the mentor exhibits each cycle progression, underlining security issues and critical stages. The senior representative gives the student the chance to play out the cycle until all are fulfilled so that the understudy can perform it appropriately and securely. A significant benefit of apprenticeship programs is that students can acquire pay during the learning stage.

### ***2.3.2 Leadership transition and performance of the kcg employees***

Leadership, is a cycle that is, at last, worried about cultivating and making change. The temporary initiative is a peculiarity shared more broadly in the framework. It is a way to deal with the turn of events and practice of successful authority that depends on long periods of hierarchical and administration improvement research. The momentary initiative, likewise called interval administration, is practiced in all associations, including charity, government, and undertaking associations (Fussel and Goodyear, 2017). The initiative model gives a structure and a way of thinking for an administration interaction that will help everybody associated with associations to address difficulties and explore change with adequate progress. The model is established on the rule that the initial activity is tied in with activating individuals toward change. Generally, the administration is tied in with managing and

overseeing advances despite a large number that emerge. At the center of temporary authority is intentionally emphasizing the main impetus that makes significant activities and results. Susan (2016) contends that numerous associations experience the ill effects of issues and clashes because individuals included have failed to focus deliberately. Along these lines, reason assists keep associations on target and giving guidance and concentration to all interested parties. Individuals can decide when the reason should be changed or adjusted whenever a design is kept upfront. Regularly, the motivation changes or develops after some time. Now and again, an explanation might be tweaked to be more intelligent of the association's way of thinking. The intention is only sometimes static and regularly develops as an association develops; in any case, whether an old or new, the object is the middle concentration for temporary authority (Peshawaria, 2018). The model incorporates six distinct abilities essential for tending to change effectively. These components depend on the others and mirror an interaction for authority's activity. The features are imparting and developing better relations, developing lowliness inside power and power, mindfulness and credibility of self and others, exploring complicated and dynamic difficulties, acquiring and embracing various and new points of view, engaging strength and activity in self and others.

Advances like these give events to accomplish authoritative improvement work with a briefly implanted hierarchical pioneer who can master care. Furthermore, we open up associations that could battle to pay for required aptitude and observe cash on a 2 for one premise: the chief compensation buys both leader initiative and consultative help. Further, as Collins and Porras (2014) indicated, the association is in better shape for the following chief to push ahead instead of working in reverse to manage already irritating issues. Ways to deal with momentary authority incorporate the vacant position approach, opening filling approach, purposeful methodology, and critical methodology.

Vacant Position Leadership Transition: In this case, splitting of critical undertakings between the board and key staff (Lencioni, 2018). This decision is most valuable when cash is very close and solid authority is available to contribute beyond standard inclusion. Leaving the position open is not advantageous when the load is heavy and staff individuals are not exceptional.

The proof continues that reviews have investigated vacant positions of momentary administration authority and hierarchical viability. Rukmani, Ramesh, and Jayakrishnan (2010) concentrated on the impact of groundbreaking and conditional authority style on authoritative adequacy. The analysts utilized a multifaceted administration survey to assess the initiative style of groups working in the open area association, Tamil Nadu, India. We draw three hundred directors to gather the data. This exploration significantly addresses how groundbreaking initiative contrasts conditional authority in open area association. The scientists investigated the information with clear insights and numerous relapse examinations. The outcomes showed that the chiefs saw both groundbreaking and conditional administration styles as significant in the public area associations. However, the groundbreaking initiative is somewhat more meaningful in authoritative adequacy.

Edoka (2012) used the National Youth Service Corps Kogi State office to study the impact of persuasive initiatives on authoritative execution in Nigeria. We conducted this evaluation using a poll and structured inquiry questions. The objectives were to determine the effect of compelling administration on the association's exhibition, the impact of the link between viable authority and hierarchical execution in advancing the association's goals, the results of the connection between feasible administration and hierarchical implementation in promoting the association's goals, and whether the three initiatives in the Kogi State constitute stumbling blocks to authoritative execution NYSC are a viable approach to

improving classic execution in the Kogi State NYSC. The review utilized a study research plan in work. An example size of 82 was chosen from a total populace of 103, and delineated arbitrary examining was used to select the respondents. The outcome emerging from the essential information tried at 0.05 co-productive stretches and level of opportunity uncovered a positive and critical connection between successful authority and authoritative execution in NYSC Kogi State. The concentrate likewise discovered that there are no authority deterrents that hamper definitive performance in the Kogi State NYSC coming about because of the construction of the association the board.

Notwithstanding, the review uncovered that different variables influence authoritative execution disregarding the abovementioned. These elements are the absence of good office supplies, inadequate assets, and an unfortunate workplace. Once more, the work additionally uncovered that in the Kogi State NYSC, there are potential approaches to upgrading authoritative initiatives for effective execution. Most importantly, the review revealed no observational proof to show the connection between successful authority and hierarchical implementation.

Opening Filling Leadership Transition - Usually drawing on somebody close by, regularly an in-house impermanent pioneer who gets back to their situation, or somebody semi-resigned with some insight, this decision is frequently expected not to roll out significant improvements. Honestly, an individual who fills a space commonly doesn't need that sort of burden. As Rath (2008) indicated, making the best decision is by sound associations that need to hang tight and cover subtleties until the following chief is named, particularly when the change is relied upon to be short. This degree of momentary authority is reasonable and the most un-powerful at resolving major or complex hierarchical issues.

Obiwuru, Okwu, Akpa, and Nwankwere (2011) explored the impacts of initiative style on authoritative execution in limited scope endeavors. The significant goal was to decide the effect of authority styles on performance in little scope ventures. In this review, the authors considered Groundbreaking and value-based administration styles. Groundbreaking initiative practices and execution/results deemed applicable to the study were Moxy, helpful inspiration and scholarly excitement/individual thought, adequacy, additional work, and fulfillment, separately. Value-based initiative behaviors and execution/result factors were beneficial/incredible prizes and restorative/the board by the exemption; individually exertion, efficiency, and responsibility. The review was organized around an overview plan and used an evaluative quantitative investigation technique. There was an investigation on vital data gathered from respondents via an organized Multifactor Leadership Questionnaire (MLQ). In light of authority practices and related execution factors, responses to examine articulations were scaled and converted to quantitative data using a code manual designed for the review to divide information reactions into reliant and autonomous elements. Several relapse models were identified, examined, and evaluated by OLS. While a value-based administration style significantly impacted execution, the findings revealed that a revolutionary initiative style had a positive but minor impact. The value-based administration style is more appropriate for actuating performance in limited scope projects than the groundbreaking authority style and is recommended for the value-based initiative style for small ventures with built-in methodologies for transitioning to the groundbreaking administration style as the projects grew, developed, and matured.

Deliberate Leadership Transition - O'Connor (2019) contends that a purposeful level welcomes an accomplished proficient who has some expertise in overseeing advances to assume control until another pioneer is named. There is typically a list of things to get the deliberate temporary pioneer is relied upon to address in anticipation of the following chief

and inside an explicitly arranged period. Since changes like these generally expect six to eighteen months, purposeful temporary pioneers are least successful, assuming the period is relied upon to be short.

Proof from the field shows that the subject of administration has been investigated. The investigations are around deliberate momentary authority. Wongyanon, Wijaya, Mardiyono, and Soeaidy (2015) broke down and inspected the impact of groundbreaking, conditional and free enterprise authority styles of the CEOs on hierarchical execution if there should be an occurrence of Thai neighborhood associations. These were Pattaya City, Laemchabang City Municipality, and Chonburi Provincial Organization. Self-managed overviews were disseminated to a haphazardly chosen test inside the three nearby associations. Members comprised 820 respondents who had returned the surveys from 953 solicitations. The outcomes exhibited that groundbreaking, value-based, and free enterprise initiative styles critically impact the authoritative presentation. The discoveries uncovered individual thought authority style is groundbreaking in two areas, while others showed just a single place. Unforeseen award and the board by exemption dynamic in conditional administration style and free enterprise initiative style additionally demonstrate autonomous impact on the authoritative execution, yet there are no authority style covers. In this manner, it is finished up the initiative styles of the outstanding accomplishment are fantastic from relapse condition. We require allure, motivation, inspiration, and intellectual excitement in the groundbreaking initiative, unforeseen award, and the board by exemption dynamic in conditional authority and free enterprise administration style.

Fundamental Leadership Transition - This level goes past the purpose of dealing with mediation or cultivating a circle back. This kind of temporary authority is ready to manage pathology in the hierarchical framework, so more purposeful work should be possible. The

association can get back to its primary goal. Klenke (2008) indicated that assuming the association is solid, this approach is over the top and can cause the pathology it is planned to address. Every one of the four levels is significant and valuable in exact circumstances. Our perception is that what is happening is entirely static, as it may. Dodds (2015) contends that unforeseen occasions can move an association from level one to four and back again over the length of chief administration change. It is significant, then, at that point, for momentary pioneers to have the ability to deal with the unforeseen change notwithstanding the usual activities - increasing and down through these levels as the need should arise.

Tahir (2015) led a review to research the different administration qualities of Transformational and Transactional Leadership and afterward dissect the impact of each kind of initiative on the authoritative exhibition. The study considered an example of 800 respondents had been evaluated to gather the expected data. The model remembered representatives of strategic and functional administration for the corporate area. Factor investigation was applied to decide the critical attributes of each sort of initiative. From that point, the OLS assessment was used to test the speculations of the review. The study concludes that Transformational Leadership's Charismatic Action, Intellectual Stimulation, Inspiration, Motivation, and Promotion of High Esteem qualities have a significant positive impact on organizational performance.

Furthermore, the Individual Consideration presentation on Transformative Leadership does not significantly impact Organizational Performance in the case of Transformational Leadership. In light of the experimental examination, the last end is that Transformational Leadership has a vast constructive outcome on organizational performance. Transactional leadership has critical adverse consequences on authoritative leadership.

### **2.3.3 *Human resources strategy and performance of the KCG employees***

The primary capacity of Human resource strategy concerns itself with the procurement and distinguishing proof of ability either inside or remotely. For the most part, the point is to develop a worldwide ability pool that, when required, can be taken advantage of rapidly, dependably, and on an expansive premise (Stahl et al., 2007). As Pfeffer (2005) indicated, there is a vast connection between enlistment and organization of ability and Employee Productivity.

Enrollment is the most common way of producing a pool of qualified contenders for a specific work (Meglino et al., 2009). Enrollment methodology and strategy choices imply that human asset chooses how to approach filling an opening, whether inside the association or external. Associations that can enroll ability have a higher likelihood of performing better as far as a proficient conveyance of administrations and effective use of creative assets. McDuffie (2011) contends that Recruitment methodologies are the continuous pattern of cycles connected with drawing in, obtaining, enlisting, and employing (or setting) representatives inside an association.

Charan, Drotter, and Noel (2007) characterize progression arranging as a technique of creating and ordering an in-house labor force with a high potential to supply indispensable administrative roles in the associations. Progression arranging gave a valuable open the door to satisfy critical situations by fit and learned workers when required. Effective progression arranging is a progression of exercises for meeting initiative pipeline and development. There are alternate points of view about progression arranging; however, practically everyone holds a typical root. Some consider it a course of anticipating the progression of picking the following senior group. It is a sufficient pool of legitimate abilities for in-house enlistment

for different gatherings. Some progression arranging is a "future-sealed" technique that empowers the association to develop and act in the future effectively (Hills, 2009).

Draganidis and Mentzas (2019) contend that the significance of preparing assessments is to guarantee that organizing programs are following that work skills. In associations, execution assessment is not just seen as how associations should upgrade execution yet additionally how representatives need to improve their exhibition. To this end, Iranzo (2018) takes note that most associations do not direct viable preparation assessments since they do not know, in any case, what they should quantify. Figuring out what should be estimated ahead of time, for example, execution targets or representative objectives, capabilities required, and abilities required is one of the primary goals of laying out the adequacy of a preparation program (Edgar and Lockwood, 2021).

Preparing skill assessment is the most common way of looking at a bunch of abilities that should be achieved through a preparation program (Hameed, 2019). Abilities are work qualities that a representative has that empower the worker to accomplish their work capacities. (Edgar and Lockwood, 2021). Similarly, Galindo (2018) sets that in assessing preparation capabilities, execution is not only according to a genuine point of view but also from skills shown to complete such work. This implies that preparing should have the capacity to improve workers' ability to complete their work. If assessment uncovers that capabilities inside the preparation program are not viable, then, at that point, the whole program would be viewed as deficient (Okanya, 2020). Kamocho (2019) battles that capabilities are practices that envelop the abilities and information expected to fill a given role effectively. A few associations use information and abilities, propensities, social jobs, and, surprisingly, mental self-view as essential prerequisites for capability-based execution.

Hence, when such associations foster an assessment structure, they are essentially searching for these qualities.

Nonetheless, a few creators are alert against utilizing ability assessment models for estimating or evaluating specific areas of execution and giving constructive criticism given these appraisals (Lucia and Lepsinger, 2019; Meyer and Semark, 2019). To this end, Elkin (2019) battles that despite endeavors by associations to survey capabilities related to representative individual qualities, inspiration, and characteristics, such skills cannot be straightforwardly estimated utilizing conduct terms. Accordingly, they contend that appraisal of such worker capabilities is not unbiased yet founded on defective interpretable suspicions about the practices noticed. Hence, estimations that fulfill proficient guidelines are required to gauge and evaluate workers' capabilities or prepare assessments.

As indicated by Meyrowitz et al. (2019), the job of human asset the board inside an association is to guarantee that it has the proper arrangement of capabilities to contend successfully in the commercial center. One of the ways of doing this is through direct enlistment, and the alternate way is through getting sorted out successful capability improvement preparation stages for current representatives. For an association's HR division to do this, there is a need for the association to plan and carry out a capability-based preparing approach as an approach to improving execution (Meyer, Semark, 2021). Assessment of the skill-based system guarantees that the association is burning through cash of phases of preparation that are important and gainful to the association over the long haul.

#### ***2.3.4 Financial planning and performance of the Kilifi county government employees***

Financial resources are essential for financing vital resources and growing business exercises following the association's critical targets (Yusuf, 1995). This agrees with past investigations that have observed accessibility of sufficient business finance is a primary variable in supporting long-haul speculation prompting business achievement (Dye and Webster, 1997). Award (1995, 2002) contended that an association ought to distribute the financial resources in need regions to get the greatest gets back from the interest being referred to, thus prompt, superior execution.

The arrangement of financial resources brilliantly is vital for hierarchical achievement. This is validated by the finding of Barney (2007). He tracked down that admittance to dependable wellsprings of financing and capacity to create OK profits from venture cash decides the ability of the association to draw in additional subsidizing from its partners, therefore, prompting further developed execution. This is steady with the discoveries of Inmyxail and Takahashi (2010), who observed that accessibility, availability, and sufficiency of assets give an association the upper hand in assistance conveyance.

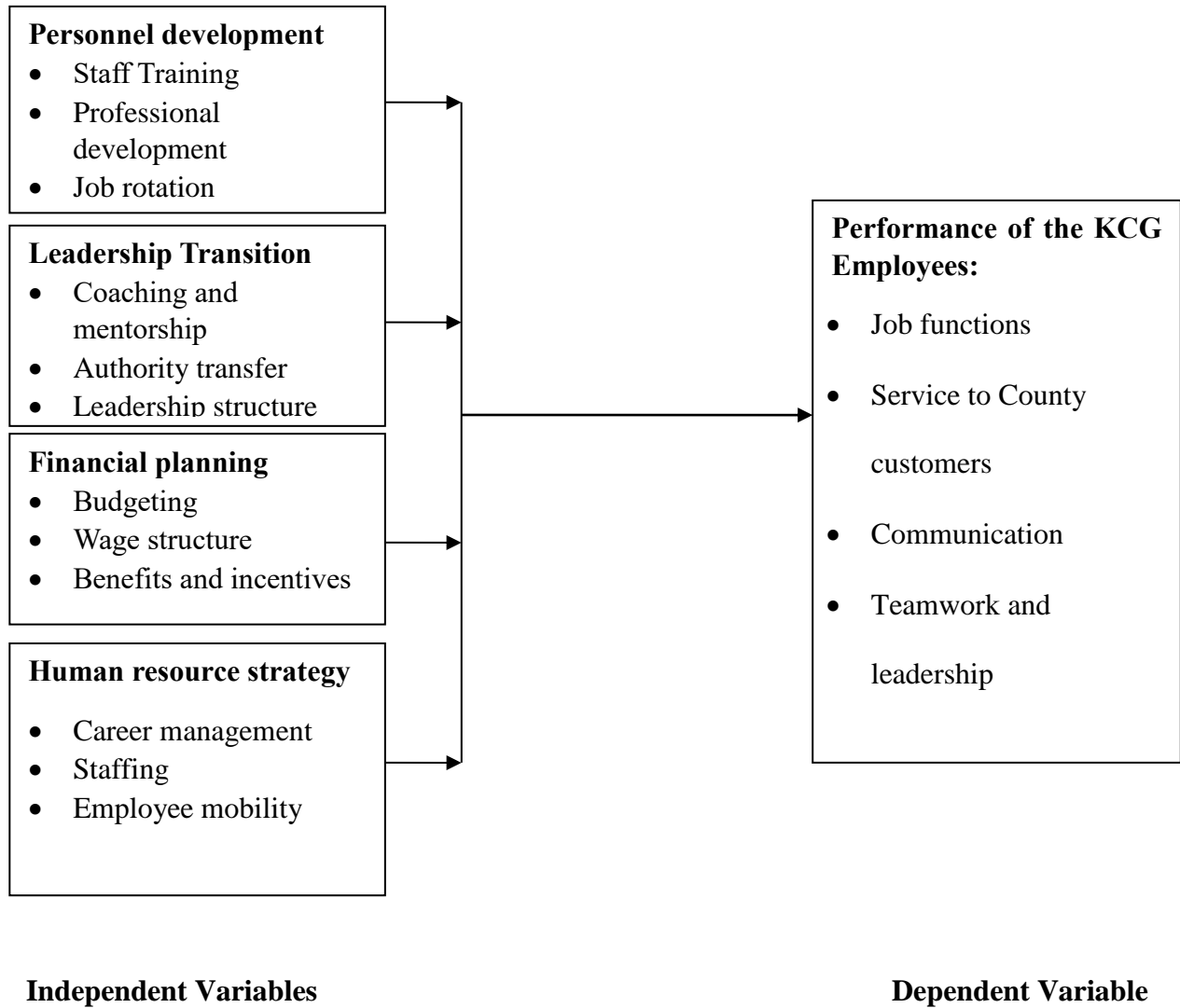
A concentrate by Wanjau, Muiruri, and Ayondo (2012) observed a critical positive connection between financial resources and execution of general wellbeing foundations concerning the conveyance of value medical care to patients. The review stated that reserves were essential in obtaining critical resources like clinical supplies and gear. Nonetheless, the review disregarded basic angles like sufficiency of assets and practicality in paying holdings by the public authority. Furthermore, the study involved specialist organizations as respondents and disregarded the help beneficiaries who might have given fundamental data concerning consumer loyalty.

Although the accessibility of assets is fundamental in the accomplishment of hierarchical goals, such assets' sufficiency is similarly significant because it works with the convenient acquisition of the essential info. Dasanayaka (2001) observed a critical connection between financial resources and execution and the deficient assets for allotment and procurement of the right and quality gear and upkeep of clinical hardware and staff preparing for taking care of clinical equipment, among others was answerable for a horrible showing of Sri Lankan public medical clinics.

Maureen (2018) stated that the ideal receipt of sufficient assets had a considerable relationship with medical clinic execution. This thought followed Miller, Moore, Richards, Kotelchuk, and Kahtzzy (2018). Their perceptions show that reserves are the essential resources that impact the presentation of general wellbeing foundations since they decide how much human resources, necessary resources, data innovation resources, and procurement of other required resources. The advancement of HR in an association is worked with by accessibility of assets. For example, Onyango and Wanyoike (2019) concentrate laid out a positive connection between investments and worker preparation, which advanced representative abilities improvement, prompting further developed execution of public clinics in Siaya County. Be that as it may, the review zeroed in on just a single part of the human asset on the board and disregarded such angles as severe compensation bundle, working climate, and worker strengthening, which is a component of accessibility of sufficient financial resources.

## 2.4 Conceptual Framework

**FIGURE 1**  
**Conceptual Framework**



## 2.5 Operationalization of Variables

Variable Type	Variable	Concept	Indicator
Dependent	Performance	<ul style="list-style-type: none"> <li>• Job functions</li> <li>• Service to County customers</li> <li>• Communication</li> <li>• Teamwork and leadership</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timeliness, creativity, time management, consistency, initiative</li> <li>▪ Professional interaction, solutions, timely responsiveness</li> <li>▪ Clear communication, timely follow up, attitude, accurate articulation</li> <li>▪ Groupwork, effective team projects, credit sharing, supporting ideas and roles</li> </ul>
Independent	Personnel Development	<ul style="list-style-type: none"> <li>• Staff training</li> <li>• Professional development</li> <li>• Job rotation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Flexibility, skill improvement, scores pre and post training</li> <li>▪ Career progress, personal targets</li> <li>▪ Adaptability, ancillary skills</li> </ul>
	Financial Planning	<ul style="list-style-type: none"> <li>• Budgeting</li> <li>• Wage structure</li> <li>• Benefits and incentives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training budgets, allowances</li> <li>▪ Salary amount and paid in time, salary competitiveness,</li> <li>▪ Insurance, retirement cover, medallion</li> </ul>
	Human Resources Strategy	<ul style="list-style-type: none"> <li>• Career Management</li> <li>• Staffing</li> <li>• Employee mobility</li> </ul>	<ul style="list-style-type: none"> <li>▪ Incorporation of career goals to organizational goals, satisfaction</li> <li>▪ Recruitment, retention, turnover, retirement rate</li> <li>▪ Promotion, placement, deployments</li> </ul>
	Leadership transition	<ul style="list-style-type: none"> <li>• Coaching and mentorship</li> <li>• Authority Transfer</li> <li>• Leadership structure</li> </ul>	<ul style="list-style-type: none"> <li>▪ Grooming</li> <li>▪ Legacy transfer or individualism</li> <li>▪ Relations, Feedback</li> </ul>

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter outlines the research design and methodology used to carry out the study. Also represented are the target population, type of data gathered, sampling frame, sample and sampling strategy, sample size, data collection processes, pilot test, validity and reliability of the instrument, data analysis techniques, and data presentation.

#### **3.2 Research Design**

This study used a cross-sectional survey research approach to collect a considerable amount of qualitative and quantitative data at a specific point in time to identify factors influencing Kilifi County's succession planning performance. A cross-sectional descriptive survey technique allows collecting data about a single occurrence over a short period, which can aid in the account of events or the analysis of causes affecting an organization (Saunders, Lewis, and Thornhill, 2019). Adopting a cross-sectional survey research strategy can help you get around time and money constraints (Cooper and Schindler, 2018). The use of survey design was advantageous for being less expensive per respondent than other methods. It used a more straightforward method of data collection that allowed the researcher to use a much larger sample size, thereby improving the conclusions' accuracy.

#### **3.3 Target Population**

According to Sekaran and Bougie (2020), a target population was all members of a specific group to whom the investigation was related. In contrast, we define the accessible

population as those parts of the target population within the study's reach. According to Kothari and Garg (2018), a population is a collection of events, individuals, or items of interest that share a common observable characteristic. The research focused on 250 officers, including chief officers, department heads, and senior staff. The aforementioned population was arrived at due to their accessibility by the researcher conserving the convenience it would offer to reach and get answers from them.

**TABLE 3. 1**  
**Target Population**

<b>Category</b>	<b>Target Population</b>	<b>Percent</b>
Chief Officers	10	4
Heads of Department	40	16
Officers and Casuals	200	80
<b>TOTAL</b>	<b>250</b>	<b>100</b>

### **3.4 Sample Frame**

A sample frame is a complete list of the units of interest analysis from which we select examples. In contrast, an example size is the number of items taken from the universe to make up an example (Kothari, 2018). A sampling frame is a list of components from which the sample could be constructed (Zikmund et al., 2020). The optimal size was to meet the demands of productivity, delegation, and unwavering quality. A more prominent example size would achieve information guile in addition to cost and time ideas. However, a minor example size would not be genuinely illustrative of the entire issue.

### 3.5 Sampling and Sampling Technique

The process of picking a group of individuals or things from a population so that the selected group contains elements typical of the total population is known as sampling. A sample is a small group of things or humans picked from a population so that their attributes are representative of the population (Creswell, 2019). The choice of relevant respondents used a stratified random sample method from diverse sectors of Kilifi's county government. According to (Bryman and Bell, 2018), stratified random sampling occurs when a certain number of cases are chosen randomly from each demographic sub-group. As a result, it assures that we include subgroups that would otherwise be ignored totally by conventional sampling methods in the sample. We base the classification in this situation on the Department from which the personnel come from.

The population was divided into eleven strata (relevant departments under the Kilifi County Government sectors) using stratified sampling. The researcher selected systematic samples from each stratum and then merged them to generate complete stratified samples. In addition, proportional allocation was used, in which each stratum contributed a number to the selection that was proportional to the population size.

### 3.6 Sample Size

The adjusted sample size for this study was 230, as per the workings below, utilizing the equations developed by Saunder et al. (2020) in collaboration with Miller and Brewer (2019). The sample size was calculated using the formula provided by Miller and Brewer (2015), with a confidence interval of 92%.

$$n = \frac{N}{1 + N (\alpha)^2}$$

Where:  $n$ = the sample size,

$N$ = the sample frame (population)

The sample size was be 230.

**TABLE 3. 2**  
**Sample Size**

<b>Category</b>	<b>Target Population</b>	<b>Sample Size</b>	<b>Percent</b>
Chief Officers	10	10	4
Heads of Departments	40	40	16
Officers and Casuals	200	180	72
<b>TOTAL</b>	<b>250</b>	<b>230</b>	<b>92</b>

### **3.7 Data Collection Methods**

#### **3.7.1 Primary data**

A structured questionnaire was used to collect primary research data. The questionnaire was placed in a logical sequence based on the topics being investigated, with items that elicit comparable responses being grouped. A closed-ended, predefined, and standardized set of questions was included in the questionnaire. These closed-ended questions were used since they are easier to evaluate because they are in an immediately accessible format, easier to administer, and time and money efficient. Cooper and Schinder are a couple (2020). Respondents had unlimited freedom to react in their own words to open-ended questions. The researcher wanted to learn more about the respondents' feelings, backgrounds, hidden motivations, interests, and decisions by asking open-ended questions (Bryman and Bell, 2020).

### 3.8 Data Collection Procedure

The researcher utilized primary and secondary data. To get preliminary data from respondents, structured questionnaires were employed. Respondents completed the questionnaire, which were collected three days later. Secondary data was gathered from relevant websites, strategic management journals, white papers, magazines, and books.

### 3.9 Pilot Study

The researcher conducted a pilot test to uncover flaws in design and instrumentation and give proxy data to select a probability sample. A pilot test asks the right questions and obtains the correct data and effective data gathering procedures. The researcher tested the questionnaire's reliability and validity in pilot research with 25 participants. According to the rule of thumb, the pilot test should make up 10% of the total sample (Cooper & Schindler, 2020, Creswell, 2019). The suggested pilot test fell within the guidelines as indicated in table 3.3 below.

**TABLE 3. 3**

<b>Questionnaire Item</b>	<b>No. of Items</b>	<b>Coefficient</b>	<b>Comments</b>
Personnel Development	22	.782	Reliable
Leadership Transition	25	.769	Reliable
Human Resource Strategy	23	.902	Reliable
Financial Planning	25	.932	Reliable

#### 3.9.1 Reliability analysis

Testing the scale's reliability is essential since it demonstrates how well a scale delivers consistent findings when repeated measurements. The researcher determined the

correlation between scores acquired from different scale administrations. The scale is dependable if the association is high and the scale produces consistent findings. The internal reliability of the questionnaire used in this study was determined using Cronbach's alpha. The values range from 0 to 1.0, with 1.0 indicating perfect reliability and 0.1 indicating the lowest level of acceptance. (Zikmund et al., 2020). In this study, the researcher distributed questionnaires to one department's employees who were given a specific time to respond. The researcher then interviewed a different sub-group of the same employees to get how the answers from the questionnaire compare to those from the interview. The responses had a consistency of between 0.9, 0.8 up to 0.7 similarity, hence the researcher concluded that the method used was reliable.

### **3.9.2 Validity Analysis**

Validity refers to how well the results of data analysis accurately reflect the phenomena being studied. The construct and content validity were used by the researcher. The researcher examined if the data had captured what it meant to measure and whether the data was a representation of what the objectives tend to achieve. This study also applied a basic created template of Multi-Trait Multi-Method matrix of correlations. This template assigns scores to discoveries based on a set of criteria. The correlation coefficient determines the amount of the validity index of the tests. Questionnaires were our test tools in this situation. The researcher issued a few questionnaires as in piloting whose results were then divided it into subgroups, then measured.

For example, the validity of the test would attest the researcher's assumption in the template that there will be a need for salary increment if a big number of returns in the findings suggest many responses on low wages. This was supported by reviews from a consultant's report which was done back in 2018 with similar matrix on wages.

### ***3.9.3 Data Analysis and Presentation***

The research variables were analyzed using qualitative and quantitative data analysis approaches. The researcher used SPSS analysis tool to offer a metric for quantitate data. This software helped to reduce subjectivity and allowed accurate analysis. The researcher also used a number of scales to indicate whether the attribute to be measured were present or absent from the data being measured. Because some components of the study were qualitative, others were quantitative, this balance of instruments was required for proper analysis.

### ***3.9.4 Data Analysis Techniques***

Data analysis is the process of using a data analysis tool to transform the raw data from a study into information that is useful and simple to understand. According to this (Cooper & Schindler,2013). Both descriptive and inferential statistics were computed for this analysis. The term "descriptive studies" refers to techniques for gathering data from a field study and arranging and summarizing it. The essential factor to consider when using descriptive statistics is the mean. Additionally, descriptive statistics like standard deviation, percentage, and frequency were examined.

A part of the variables in this study underwent descriptive analysis. According to Cooper & Schindler (2014), inferential statistics refers to techniques for inferring information about a population from sample data. Regression and correlation analysis were also utilized in this study to assess the type and degree of the relationship between the independent and dependent variables. Cronbach's alpha was used for internal consistency while the inter-rater reliability utilized the Cohen's (K) kappa. Pearson correlation coefficient and linear regression were generated, respectively, as the inferential statistics to be considered in the study of correlation and regression.

### **3.10 Diagnostic Tests**

Before inferential statistics, diagnostic tests were performed. It included multi - collinearity, normalcy, heteroscedasticity, and auto correlation tests. Correlation, regression, and Analysis of Variance were examples of inferential tests. The experiments allowed the assumption to be tested and several types of biases to be addressed.

#### ***Test for Multi-collinearity***

Multicollinearity occurs when the independent variables in a regression model are substantially correlated with one another. It makes the model difficult to comprehend and causes an overfitting problem. It is a typical assumption that people test before entering the variables into the regression model. When independent variables are highly linked, a change in one causes a change in another, prompting the model results to fluctuate remarkably. Given a little change in the data or model, the model outcomes will be unstable and extremely variable. Multicollinearity then possesses various challenges where it would be difficult to select a list of significant variables for the model if the model produced different findings each time, Coefficient estimates would be unstable, making it difficult to interpret the model; if one of the predictive factors changes by one unit, you cannot know the scale of changes to the result and when the model is applied to another sample of data, the accuracy will be much lower than it was in the training dataset.

#### ***Test for Heteroscedasticity***

The concept of heteroscedasticity is used in statistics to describe the case where the variance of errors of the model is not the same for all observations, despite the fact that one of the basic assumptions in modeling is that the variances are homogeneous and the errors of the model are identically distributed. The fact that the model's errors are not homoskedastic means that the model coefficients calculated using ordinary least squares (OLS) are neither unbiased nor have the lowest variance. Their variance estimation is not dependable.

## CHAPTER FOUR

### FINDINGS AND DISCUSSION

#### 4.1 Introduction

This chapter presents the results and findings of the study. It gives an overview of some general characteristics of the respondents. It analyzes data collected from the field which is based on questions proposed on the objectives in the first chapter. The results for each of the questions of the study which is on personnel development, leadership turn-over, human resource strategy and human resources financial planning are presented using frequency, tables, pie charts and graphs. The purpose of the study was to determine the impact of succession planning on the Performance of the Kilifi County Government employees.

#### 4.2 Response rate

A total of 225 responses were received from the target of 230, which constitute a 97.8 % response rate. Out of the 225 respondents 90% completed the questionnaire while 10 % did not attempt some questions. The high response rate was attributable to a flexible work schedule in county government, where employees have negotiable free work time to participate in various activities within or outside of their offices. The response rate was typically satisfactory in comparison to the researcher's aim, and it provided a solid foundation for analysis and finalization of the study.

**TABLE 4. 1**  
**Response Rate**

<b>Questionnaire</b>	Fully Answered	225	97.8%
	Unanswered	5	2.2%
<b>150</b>	<b>Total</b>	230	100%

*Source: Research data 2022*

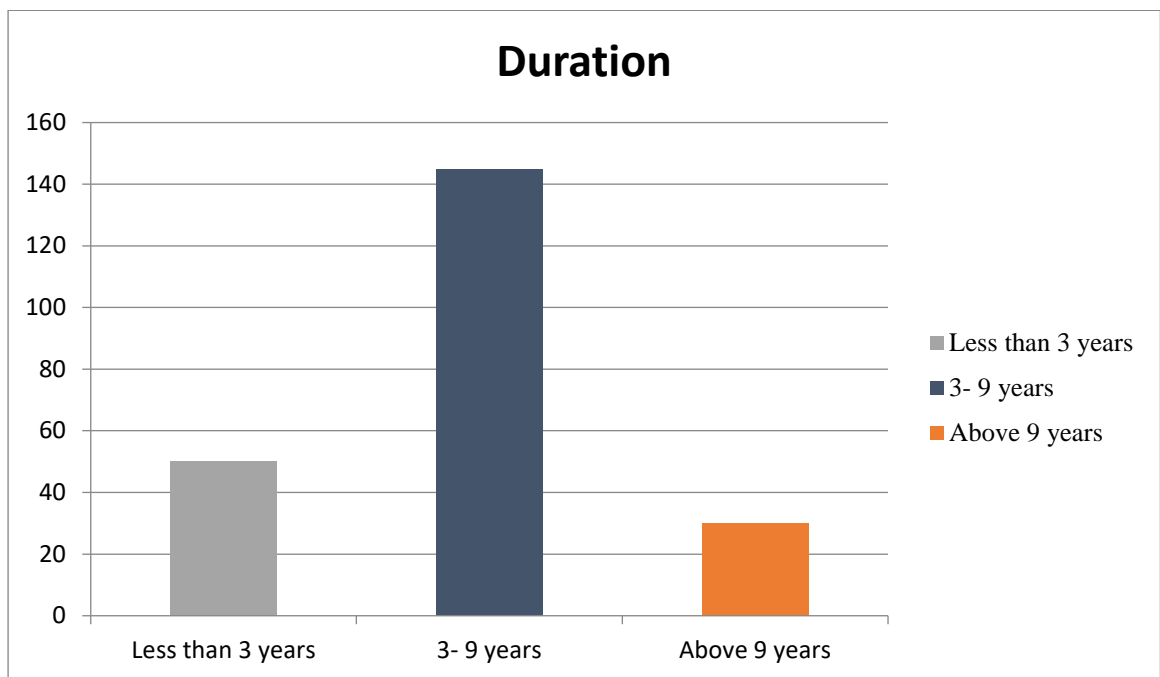
The researcher had distributed 11 questionnaires to a sample of employees who were not included in the sample during the pilot study that preceded the actual study. The outcomes were consistent with what is presented in this chapter. The pilot provided a reconciliation of facts acquired from both closed ended and open-ended questions, as well as insights drawn from both pilot situations and real testing.

#### ***4.2.1 Duration spent working with Kilifi county government***

Majority of employees (175) at the Kilifi County Government have a working experience with the organization of more than 3 years. Fifty employees, which represents (22.2%) of the total respondents have worked with the organization for a period of less than three years. This indicates that the County Government has an active recruiting policy in place as well as a conducive working environment that encourages retention and reduction of high turnover rates.

**FIGURE 4. 1**

**Duration of Employment**



**4.2.2 Level of education**

This data captures the education and qualification levels of the employees at the County Government of Kilifi, with the majority of them holding degrees and diplomas as the highest level of education. This implies that most activities at the County Government of Kilifi necessitate knowledge at the university and college levels. Ten senior employees had master's degrees, whereas twenty-four employees had other qualifications, such as O-Levels.

**TABLE 4. 2**

<i>Level of Education</i>		
	Frequency	%
Masters	10	4.4%
Degree	60	26.7%
Diploma	95	42.2%
Certifica	36	16.0%
te		
Others	24	10.7%

*Source:* Research data 2022

### 4.2.3 Designation

The County Government of Kilifi employees comprise a majority of junior and mid-level officers. The majority of these officers collaborate closely with a few senior managers and executives who propose and carry out county policies and have good knowledge of how the government functions. This study focused especially on the various county officers who, in general, are impacted by most policies, succession planning included. According to the report, the county government employs the majority of its personnel at the junior officer and casual levels, which explains why succession planning is a less discussed topic in the county. Even the majority of senior workers came from the municipality administration, which existed prior to county administrations.

**TABLE 4. 3**

<i>Designation</i>	Frequency	%
Senior Manager	30	13.3%
Executive	12	5.3%
Officer	102	45.3%
Casual	81	36.0%

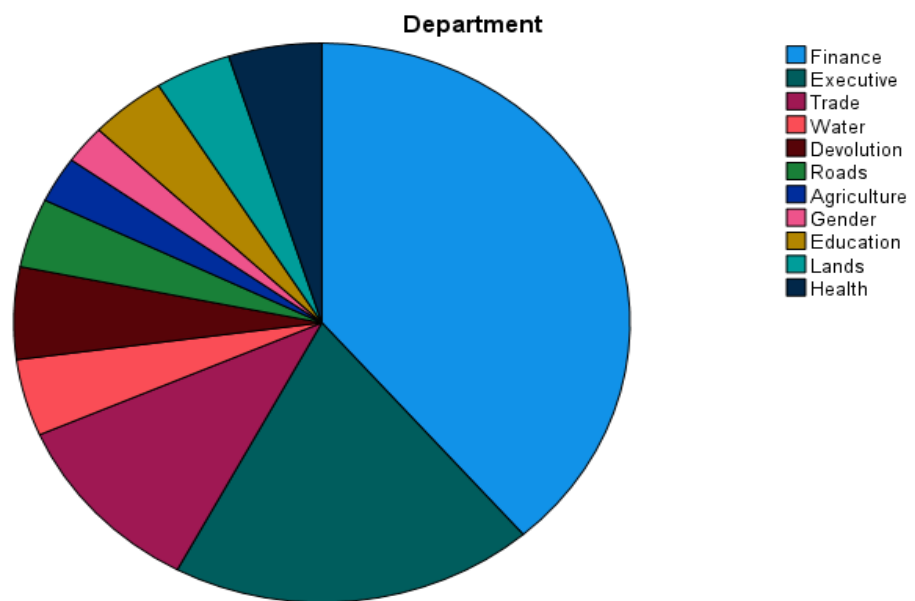
*Source:* Research data 2022

### 4.2.4 Department

The study covered all the 11 departments in the County Government. However, most of the responses were from the Finance and Executive departments. This can be accredited to the fact that these departments are concerned mostly with the managerial and executive operations of the county government.

**FIGURE 4. 2**

<b>Department</b>		
	Frequency	%
Finance	87	38.7%
Executive	43	19.1%
Trade	24	10.7%
Water	10	4.4%
Devolution	12	5.3%
Roads	9	4.0%
Agriculture	6	2.7%
Gender	5	2.2%
Education	9	4.0%
Lands	9	4.0%
Health	11	4.9%



Source: Research data 2022

### 4.3 Descriptive Analysis

#### 4.3.1 Reliability and validity analysis

The questionnaire was tested for reliability and validity to ensure accurate data collection. For reliability testing, the study used the interrater reliability (Kappa) to obtain Cronbach's Alpha (N). A rater table of agreement was used as the threshold, in the event

where the Cronbach's Alpha was less than or is equal to 0.0, it indicates a poor consistency otherwise a value of 0.9- 1.0 indicated a perfect consistency. A review of the toll was done accordingly and Cronbach's Alpha of 0.991 was obtained as shown in the table below.

**TABLE 4. 4**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.991	.994	5

**Overall Agreement<sup>a</sup>**

	Kappa	Asymptotic 95% Confidence Interval		z	Sig.	Lower Bound	Upper Bound
		Standard Error	Asymptotic Interval				
Overall Agreement	.981	.043	22.8	.000	.897	1.06	5

a. Sample data contains 225 effective subjects and 2 raters.

**Inter-Item Correlation Matrix**

	Personnel Development	Leadership Transition	HR Strategy	Financial Planning	Performance
Personnel Development	1.000	.957	.977	.977	.988
Leadership Transition	.957	1.000	.970	.961	.972
HR Strategy	.977	.970	1.000	.975	.973
Financial Planning	.977	.961	.975	1.000	.972
Performance	.988	.972	.973	.972	1.000

These results indicate the Cronbach's Alpha coefficient (N) being 0.991. This was quite a perfect agreement as per the rating threshold. The study questionnaire items were at an overall agreement of 0.981 indicating high consistency between items and thus the tool was retained.

**Validity Test**

Validity is a measure of the degree of how an instrument can measure what it is meant to measure. Test of validity in this study was conducted using Pearson Product Moment Correlations in SPSS by correlating each item questionnaire scores with the total score. Item-item questionnaire that significantly correlated with the total score indicates that the items are valid. Decisions in validity are made such that, if the sig. value is < 0.05 then the item is declared invalid, otherwise the item would be valid with a sig. value of > 0.05. Also, if the value of  $r_{xy} > r$  table product moment, then the instrument is declared valid while the value  $r_{xy}$  being <  $r$  table product moment explains an invalid instrument.

**Correlations**

		SST2	SST3	SST4	SST5	Personnel Developme nt
	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	225				
SST2	Pearson Correlation	.837**				
	Sig. (2-tailed)	<.001				
	N	225	225			
SST3	Pearson Correlation	.919**	867**	1		
	Sig. (2-tailed)	<.001	<.001			
	N	225	225	225		
SST4	Pearson Correlation	.886**	816**	.858**	1	
	Sig. (2-tailed)	<.001	<.001	<.001		
	N	225	225	225	225	
SST5	Pearson Correlation	.894**	.926**	.892**	.848**	
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	225	225	225	225	225
PD	Pearson Correlation	.957**	.938**	.954**	.932**	.961**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001
	N	225	225	225	225	225

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

Based on the significant values obtained (sig. 2-tailed) of  $<0.001$  it can be concluded that all items in Personnel development were valid. This was true across all items.

#### ***4.3.2 Succession planning policy and procedure***

The purpose of this study was to determine the correlation between the key dimensions, which were succession planning as the independent variable and employee performance as the dependent variable. The findings were based on research questions and interviews with employees and researchers from the study's specific objectives.

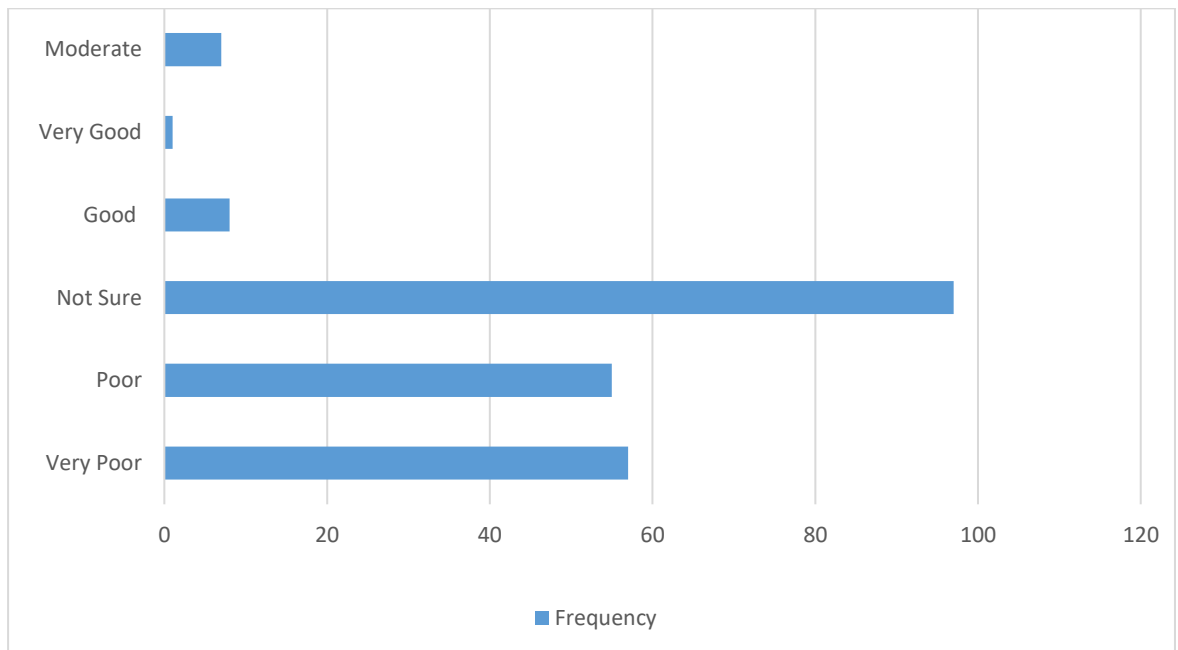
In the county government, succession planning appears to be a novel topic. It is clear from the responses that the county government does not have a succession planning policy and processes in place, according to the majority of respondents (69 percent). Nevertheless, senior managers made up the majority of the 20% of workers who agreed that a succession plan was in place. Regarding whether the policy is in place or not, 25 respondents were unsure. This information was based on questionnaires and inferred facial expressions.

#### ***Rating the effectiveness of the policy and procedure in place***

The majority of the employees either assessed the effectiveness of the policy as poor or unsure, which was expected given the preceding section's question on whether it was in place.

**FIGURE 4. 3**

**Succession Planning Policy and Procedures Effectiveness**



**4.3.3 Personnel development and employee performance**

Table 4.4 shows that the county government of Kilifi to some extent employees qualified personnel as agreed to by 51.1% of the respondents, 34.2 disagreed while 7.6 were neutral ( $M=3.25$ ,  $SD= 1.27$ ). It was also evident that the County Government does not provide ongoing training in a range of aspects that improve employees' flexibility and competencies with 64% of the employees disagreeing, 8% were neutral and only 28% agreed ( $M=2.54$ ,  $SD= 1.27$ ). The county government either doesn't make use of consultancy services or the respondents are unaware of the exercise as drawn from 36.9% and 46.7% in agreement and neutral respectively ( $M=2.66$ ,  $SD= 1.07$ ). The workplace in Kilifi County government fosters self-innovation and retention as agreed by 72% of the respondents, 23.6 % disagreed while 4.4 of them were neutral ( $M=3.72$ ,  $SD= 1.32$ ). The county has also not imposed strict performance monitoring and assessment regulations as noted from 56.5 % of the respondents. 19.6 of the respondents were neutral on the subject while 24% agreed ( $M=2.45$ ,  $SD=1.22$ ).

An average of 2.92 indicated that most respondents disagreed with the statements under the factor of personnel development.

**TABLE 4. 5**

<b>Personnel Development</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>M</b>	<b>Std. Dev.</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>		
The county government of Kilifi employs qualified personnel.	9.8	24.4	14.7	33.3	17.8	3.25	1.27
In addition to orientation, the county government of Kilifi provides personnel with ongoing training in a range of aspects to improve their flexibility in competencies for both present performance and career development.	20	44	8	17.8	10.2	2.54	1.27
The county government of Kilifi hires consultants to fill gaps in skills they do not have.	18.7	18.2	46.7	11.1	5.3	2.66	1.07
The county government of Kilifi's workplace fosters self-innovation, employee engagement, and retention.	9.8	13.8	4.4	38.7	33.3	3.72	1.32
The county administration imposes strict regulations on its performance monitoring and assessment.	27.6	28.9	19.6	18.7	5.3	2.45	1.22

#### **4.3.4 Leadership transition**

The county government of Kilifi has a clear leadership structure as agreed by 89.3%, with 6.2 stating otherwise and 4.4% neutral (M=3.23, SD=1.27). 93.8% of the respondents

agreed with the statement that employee relations and management affect the performance of employees, 3.6 % disagreed while 2.7% were neutral (M=4.34, SD=.70). Most employees were unaware and some in disagreement with the issue on senior executives and management offer crucial feedback on performance and cultural factors which should be maintained with a total of 79.1%. 20.9 % of the total respondents were neutral (M=2.61, SD=1.17). Managers do not offer periodic coaching and mentorship to junior officers who can take up leadership roles as indicated by 44.9% of the respondents, 20.8 % are opposed to that and 34.2% are neutral (M=2.79, SD=1.02). New leaders are urged to take initiatives when they assume roles as agreed by 43.1% of the respondents. 37.3 % disagreed while 19.6% of them were neutral (M=3.05, SD=1.03). Most respondents,49.8% were neutral on the statement that transition was focused on legacy and not individualism to maximize value, 16.9 % agreed while 33.5 disagreed with the statement (M=3.15, SD=.086). An average of 3.365 indicated that most respondents were neutral to the factors of leadership transition with the remaining good number in agreement with those factors.

**TABLE 4. 6**

<b>Leadership Transition</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>M</b>	<b>Std. Dev.</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>		
There is a clear leadership structure in the County government of Kilifi.	0.9	5.3	4.4	46.2	43.1	4.25	.84
Employee relations and management do affects performance of the county government employees.	0.0	3.6	2.7	49.8	44.0	4.34	.70
The county government's senior executives and management offer feedback on the most crucial performance and cultural factors that should be maintained or enhanced.	19.1	30.2	29.8	12.4	8.4	2.61	1.17
Senior managers and executive officers offer periodic coaching and mentorship to junior officers who will eventually take up those senior roles in case of sudden turnover.	5.8	39.1	34.2	12.4	8.4	2.79	1.02
New leaders are urged to take initiatives and exercise their own judgment for the benefit of the organization.	4.9	32.4	19.6	39.1	4.0	3.05	1.03
Leadership transition is focused on legacy not individualism to maximize the value of the county government and not that of an individual leader	4.9	12.0	49.8	29.8	3.6	3.15	.86

#### **4.3.5 Human resource strategy**

There was a similar number of respondents at of both agreed and neutral rating as 38.2 % on the issue that concerned individual career goals and aspirations considered in human resource strategy with 19.2 and 3.6 % disagreeing and strongly disagreeing respectively (M=3.20, SD=.93). The human resource department has a clear and workable career management approach as agreed by 69.8% of the respondents. 16% of the respondents disagreed while 14.2% were neutral (M=3.74, SD=1.12). There was a huge disagreement response of 83.1% in whether the county government had prioritized retention and rewarding high performing individuals, with 10.2% agreeing and 6.7% neutral (M=2.02, SD=1.01). Most of the respondents 52.4% haven't experienced and are unaware the integration of processes and technology to create high value and performance, 45.3 were neutral with only 2.2 in agreement (M=2.55, SD=.64). The county human resource management doesn't have a talent retention strategy in the succession planning policy as indicated by 54.6% of the respondents contrary to 12.5% who stated otherwise, 32.9% of the respondents were neutral (M=2.50, SD=.97). 56.4% of the respondents disagreed that promotion and selection decisions are based on the suitability of the employee rather than favoritism, 15.6% were neutral and 28% agreed (M=2.67, SD=1.18). An average of 2.78 indicated that most of the respondents were neutral to the statements in Human Resource Strategy as an influencer of performance.

**TABLE 4. 7**

<b>Human Resource Strategy</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>M</b>	<b>Std. Dev.</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>		
Individual career goals and aspirations are considered in human resource strategy.	5.8	14.2	38.2	38.2	3.6	3.20	.93
The human resources department has a clear, workable, and well implemented career planning and management approach.	5.8	10.2	14.2	44.0	25.8	3.74	1.12
The county government administration has prioritized retention and rewarding of high-performing individuals	29.8	53.3	6.7	5.3	4.9	2.02	1.01
Human resource management at the county government has facilitated the integration of people, processes and technology to create value and high performance.	3.1	42.2	52.4	0.9	1.3	2.55	.64
There is a talent retention strategy in the succession planning policy and procedures	12.4	42.2	32.9	7.6	4.9	2.50	.97
Promotion and selection decisions are based on the suitability of the employee rather than favoritism.	13.3	43.1	15.6	19.1	8.9	2.67	1.18

#### **4.3.6 Financial planning**

The county has an elaborate retirement plan and retention scheme that ensures a steady supply of labour and business continuity as indicated by 57.3% of the respondents, 1.2% were neutral while 31.7% disagreed (M=3.39, SD=1.33). The county doesn't have an effective occupational safety and healthy working environment policy as indicated by 60.9% of the employees, 10.2% of them being neutral while 28.9% acknowledged the existence of such a policy (M=2.62, SD=1.23). Majority of the respondents, 61.4% are discontented with the current county government's wage and compensation plan, with 10.2 % neutral and 28.5% being contented with the wage plan (M=2.54, SD=1.29). It was however agreed on by majority of the responses, 47.1%, that once an officer assumes a higher position they receive an intriguing package with 32.9% in disagreement and 20% neutral (M=3.18, SD=1.08). There is a guaranteed reimbursement budget to cover costs associated with training programs and other work-related expenses to employees as agreed upon by 42.2%, with 20% neutral responses and 37.8% in disagreement (M=3.03, SD=1.15). An average of 2.95 indicated that majority of the respondents were in neutral to the statements under financial planning as an influencer of performance.

**TABLE 4. 8**

<b>Financial Planning</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>M</b>	<b>Std. Dev.</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>		
There is an elaborate retirement plan and retention scheme that ensure a steady supply of labour and business continuity.	9.8	22.7	10.2	33.3	24.0	3.39	1.33
There is an effective occupational safety and healthy working environment policy with full funding to handle emergencies as they arise.	16.0	44.9	10.2	19.1	9.8	2.62	1.23
The present wage and compensation plan include incentives that encourage you to perform.	22.7	38.7	10.2	18.7	9.8	2.54	1.29
Once an officer assumes a senior position as part of succession, they will receive an intriguing package.	4.9	28.0	20.0	38.7	8.4	3.18	1.08
There is a guaranteed reimbursement budget to cover costs associated with training programs and other work-related activities where an employee incurs expenses.	9.8	28.0	20.0	34.2	8.0	3.03	1.15

#### ***4.3.7 Performance of the Kilifi county government employees***

Succession planning at the county government though not fully implemented has addressed cultural preservation and communication of company goals as agreed upon by 67% of the respondents, 11.2% of the respondents being neutral while 21.8 disagreeing ( $M=3.70$ ,  $SD=1.25$ ). Succession planning practices are associated with identifying performance gaps and addressing them through mentorships agreed upon by 71.1% of the respondents although the claim attracted some opposed by 13.3% respondents and 15.6% of them being neutral ( $M=3.90$ ,  $SD=1.09$ ). During transition in management and leadership, the new leader is given the power to make decisions as agreed on by 74.2 % of the respondents, there was a disagreement from 10.3% of the respondents with 15.6% being neutral ( $M=3.85$ ,  $SD=.98$ ). There are no advanced evaluation techniques for identifying leadership skills as evident from the 72.5% of the responses. 15.6% of the respondents were neutral ( $M=2.03$ ,  $SD=1.19$ ).

**TABLE 4. 9**

<b>Performance of The Kilifi County Government Employees</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>M</b>	<b>Std. Dev.</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>		
Succession planning has addressed cultural preservation and communication of company goals, which are crucial for maintaining a high-performance climate.	7.1	14.7	11.2	35.3	31.7	3.70	1.25
Succession planning practices often identify performances gaps that are corrected through mentorship initiatives for both current and future performance results.	3.1	10.2	15.6	36.0	35.1	3.90	1.09
During a transition in management and leadership, the new leader is given the power to make decisions that could significantly change management and employee relations.	3.6	6.7	15.6	49.3	24.9	3.85	.98
Advanced evaluation techniques for identifying leadership skills are made available by succession planning, and these tools result in recognition, continued feedback, and increased performance motivation.	43.6	28.9	15.6	4.9	7.1	2.03	1.19
The County Government through succession practices encourages and nurtures innovative thinking and behaviors.	9.8	24.4	15.6	38.7	11.6	3.18	1.21
The County Government’s culture is one of collaboration, adaptive to change and performance-based	14.7	39.6	15.6	29.8	0.4	2.62	1.07

#### 4.4 Diagnostic Test Results

The study conducted several diagnostic tests to ensure that the regression model did not violate the assumptions of the classical linear regression model. This section presents the results of the diagnostic tests.

##### 4.4.1 Multicollinearity Test

Multicollinearity describes a situation in which more than two predictor variables are associated so that, when all are included in the model, a decrease in statistical significance is observed. This can be assessed using variance inflation factors with the guide that values with a greater value than 10 suggests a higher degree of multicollinearity.

**TABLE 4. 10**

Collinearity Diagnostics <sup>a</sup>			Variance Proportions				
Dimensi	Condition						
Model on	Eigenvalue	Index	(Constant)	Leadership	PD	FP	R
1	4.895	1.00	.00	.00	.00	.00	00
2	.097	7.19	.8	.00	.01	.01	00
3	.003	37.706	.00	.40	.57	00	06
4	.003	39.612	.17	.06	.26	.99	08
5	.002	50.772	.05	.55	.17	.00	86

a. Dependent Variable: Performance of the Kilifi County Government Employees

In this test, the researcher had to identify the lines with a condition index of above 10. In these lines it should be noted however that in a column where more than one predictor has values above 0.90 in variance proportions, it will be assumed that a collinearity problem between the predictors that have these high values exist. Since the analysis present only one predictor in these lines with a value of above 0.90 then we can conclude that there exist little but insignificant sources of multicollinearity.

##### 4.4.2 Heteroskedasticity Test

Heteroskedasticity is useful in examining whether there is a difference in the residual variance of an observation period to another period observation. A good regression model

does not have a heteroscedasticity problem. For the purpose of our study, the researcher employed a heteroskedasticity test using the Test Glejser technique which can be derived that if the value sig. > 0.05, then it will be concluded that there is no heteroskedasticity problem, otherwise, a sig value of <0.05, then there is a problem of heteroscedasticity. Table 4.15 below presents the findings.

**TABLE 4. 11**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	.724	.187		3.873	<.001
	PD	-.108	.027	-1.403	-3.985	<.001
	L	-.029	.025	-.328	-1.173	.242
	HR	.050	.032	.601	1.568	.118
	FP	.112	.035	1.129	3.211	.212

a. Dependent Variable: AbsUt

Based on Output Coefficients, the obtained value of Sig. Leadership Transition variable of 0.242, value of Sig. Human Resource Strategy variable of 0.118 and value of Financial Planning variable of 0.212, it can be concluded that there was no heteroscedasticity problem in this model since all the values are > 0.05.

## 4.5 Correlation Analysis

### 4.5.1 Model Summary for Success Planning Factors and Performance

Table 4.9 presents the correlation analysis between all succession planning factors (Personnel development, leadership transition, human resource strategy, financial planning) and performance of the Kilifi County Government employees. The table indicates that personnel development was significant to performance of the employees ( $r=0.988$ ,  $p<0.01$ ). Leadership transition was significant to performance of the employees ( $r=0.972$ ,  $p<0.01$ ). Human resource strategy was significant was significant to performance of the employees

( $r=0.973$ ,  $p<0.01$ ). Financial planning was significant was significant to performance of the employees ( $r=0.972$ ,  $p<0.01$ ).

**TABLE 4. 12**  
**Correlation Between Succession Planning Dimensions and Performance of the Kilifi County Government Employees.**

		Performance	Personnel Development	Leadership Transition	HR Strategy	Financial Planning
Performance	Pearson Correlation	1	.988**	.972**	.973**	.972**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	225	225	225	225	225
PD	Pearson Correlation	.988**	1	.957**	.977**	.977**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	225	225	225	225	225
LT	Pearson Correlation	.972**	.957**	1	.970**	.961**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	225	225	225	225	225
HR	Pearson Correlation	.973**	.977**	.970**	1	.975**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
	N	225	225	225	225	225
FP	Pearson Correlation	.972**	.977**	.961**	.975**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	225	225	225	225	225

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

#### 4.5.2 Regression analysis for Succession Planning Factors and Performance

Table 4.10 presents the regression model summary between succession planning factors (Personnel Development, Leadership Transition, HR strategy and Financial Planning) and performance of the Kilifi County Government employees. The R Square value of .984, shows that succession planning factors influenced performance by 98.4% of personnel

development, leadership transition, HR strategy and Financial planning meaning that 1.6% could be explained by other factors. The study's findings are consistent with findings from previous surveys conducted by the KCG human resource department, which claimed that employee performance and motivation have been essentially been determined by right leadership, processes, strategies, and a sustainable environment.. (KCG employment satisfaction survey, 2018)

**TABLE 4. 13**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.992 <sup>a</sup>	.984	.984	.81597

Predictors: (Constant), Financial Planning, Leadership Transition,

Personnel Development, Human Resource Strategy

#### **4.5.3 ANOVA for succession planning factors and performance**

Table 4.11 presents the ANOVA between succession planning factors and performance of the Kilifi County Government employees. The F value of 2309.476 df (4) <0.01 designates that the regression was perfectly fit for the study. It also shows that there existed a statistically significant variance between succession planning factors and organizational performance.

**TABLE 4. 14**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	9237.905	4	2309.476	3468.704	<.001 <sup>b</sup>
Residual	146.477	220	.666		
Total	9384.382	224			

a. Dependent Variable: Performance of the Kilifi County Government Employees

#### ***4.5.4 Regression coefficients between Succession Planning Factors and Performance of The Kilifi County Government Employees.***

Table 4.12 below presents the regression coefficients between succession planning factors and performance of the Kilifi County Government employees as maybe presented as:

$$\text{Performance} = 0.189 + 0.827 \text{ Personnel Development} + 0.460 \text{ Leadership Transition} - 0.109 \text{ Human Resource Strategy} - 0.333 \text{ Financial Planning} + e$$

The above equation indicates that personnel development and Leadership transition were very essential to performance of the Kilifi County Government Employees as exposed by the p- value that was <0.01. Thus, the equation indicates that the existing relationship between the variables was such that, a single unit increase in personnel development would lead to a 82.7 % increase in performance. Leadership transition was also significant to performance as indicated by the p-value of <0.01. Thus, the equation indicates that the existing relationship between the two variables was such that, a single increase in leadership transition would lead to a 46% increase in performance. The insignificance of Financial Planning to performance of the Kilifi County Government employees was exposed by the p-value of >0.05. This implied that the relationship between the two variables was such that, a single increase in in financial planning would lead to a 3.3% decrease in performance.

**TABLE 4. 15****Succession Planning Factors and Performance of The Kilifi County Government****Employees' Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	.189	.349		.543	.587
Personnel Development	.827	.051	.750	16.349	<.001
Leadership Transition	.460	.046	.365	10.032	<.001
Human Resource Strategy	-.109	.060	-.091	-1.818	.070
Financial Planning	-.033	.065	-.023	-.507	.613

b. Dependent Variable: Performance of The Kilifi County Government Employees

**4.6 Chapter Summary**

This chapter has presented the results and findings from the study. The chapter followed a chronology of the questionnaire, and was therefore divided into four sections. The chapter has provided results and analysis for the general information about the County Government of Kilifi, and respondents' demographics information, personnel development and performance of the County Government's employees, leadership transition and performance of the County Government's employees, human resource strategy and performance of the County Government's employees, financial planning and how it affects the performance of County Government's employees.

## CHAPTER FIVE

### CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter highlights the main research findings, the results are discussed and the basis of this report and recommendations is to the management of Kilifi County Government and to scholars.

#### 5.2 Summary of the Study Findings

The study focused on the Kilifi County Government and intended to examine the impact of succession planning on its employees' performance. The study's research questions were as follows: How does personnel development impact the performance of Kilifi County Government employees? How does the employees' performance change as a result of leadership transition? How do human resources strategies affect Kilifi County Government's performance? And how does financial planning affect Kilifi County Government employees' performance?

This study adopted a descriptive research approach with 250 Kilifi County Government employees as the target population. But for this study, 230 employees were selected as sample. Structured questionnaires were used to gather the data for this study, and they were given to the sample selected. The researcher conducted a pilot test of the questionnaires to determine their consistency in gathering the appropriate data needed for the research. Descriptive analysis was utilized in this study to analyze the field data. The nature and degree of the association between the independent and dependent variable variables were also assessed utilizing a correlation analysis. Figures and tables were used to present the results.

The study's findings on people development showed that it had a substantial impact on a Kilifi County Government employees' performance ( $r=0.758$ ,  $p<0.01$ ). This demonstrated how significantly their performance would alter if the county government granted its employees a development injection. The study also showed that the Kilifi County Government has a distinct leadership structure that governs relationships among and performance among employees. Senior management and executives fail to provide critical feedback to staff on meeting performance requirements, which has an impact on the competitive culture that should otherwise be upheld. As demanded by the objectives of succession planning, the majority of managers do not regularly provide coaching and mentoring to junior officers. They despite encourage them to take initiatives on decisions that may affect their roles and execution of the higher responsibilities.

The participants stated that the human resource management directorate has a clear and practical career management approach, which is important to the performance of Kilifi County Government employees ( $r=0.636$ ,  $p<0.01$ ). With no reward program, poor selection and promotion decisions, and no retention priority in any capacity, the county government under review has not emphasized retention in any way. Furthermore, the Kilifi County Government has the necessary funds set aside for its financial planning for human resources, specifically for retirement and benefits upon assumption of authority.

For employee-incurred training expenditures and other costs associated with their jobs, there is a budget set aside for reimbursement. The county must address its pay, which is regrettably an issue in the several organizations in the public sector as a whole.

## **5.3 Discussions**

### ***5.3.1 Personnel development and performance of the KCG employees***

According to the study, personnel development significantly affects how well Kilifi County Government employees perform. Programs for employee training and development are crucial to the success of every firm, including those in the public sector, anywhere in the globe. One of the best ways to retain and engage employees in a business is through learning and development. According to the unstructured questions from the questionnaires, majority of the employees felt that participating in training and development programs could improve their performance. Development starts when a person is hired. Studies and research have made it abundantly clear that in order for competence development to be effective, the staff members' attitude and passion must match the -new skill.

Following the first orientation, no ongoing in-person training nor soft skills training have been provided to county government employees. This shouldn't be the case however as it is evident that any firm that wants to survive and thrive in the diverse and complex economy of the modern period must make investments in the continual training and development of its people. The majority of managers have the misconception that the public sector excludes staff development because it places less emphasis on productivity. The value of development and its effect on job performance should never be underestimated. It should be mentioned that, while top management and seniors in an organization place a premium on performance, employees are more concerned with their own productivity and knowledge growth in the dynamic environment in which they work. With proper education, even conflict resolution and management may be made smoothly. Most of the employees in the study who have not participated in any of these skill upgrades or trainings feel left out, and as a result, there is a chance of a conflict arising between them and Kilifi County management.

The county government administration must transmit training to the workplace and maintain it over time in order to achieve a greater level of motivation, innovation, and engagement. As a result, specific training for employees selected for succession should be changed to focus more on managerial abilities rather than operational skills. The precise form of development is important in supporting creativity, and there is a positive relationship between learning satisfaction and the effectiveness with which knowledge is delivered. The program's executive training should also cover communication skills, developing and mentoring people, team leadership abilities, strategy formulation, and alignment. The study indicated that the County Governments and the public sector as a whole fail to implement executive training programs because they present complications regarding who should initiate the program, whether within or outside of an organization, and whether there will be returns given that the public sector can take on a new dimension of governance. Any firm that invests in training tends to have happier and more productive staff.

According to the study, there was lack of performance criteria and fewer restrictions are placed on staff. However, this is usually useful only when proper training is provided where employees can perform with less oversight and assistance. A school-based training program has been established in collaboration with the Kenya School of Government, where a number of staff members are permitted to participate in various county-sponsored programs. The county has attempted to engage some national government experts who give learning sessions on an as-needed basis. According to several findings made by the researcher during contacts with top managers, the executive and senior lack a deep understanding into establishing arrangements that identify training needs. There are no rating methods or need analysis tools available to the Human Resource Directorate to delve deeper into what needs to be changed with the current workforce. It is critical for seniors to understand their existing workforce's attitude and how it influences their performance and relationships with others.

### ***5.3.2 Leadership transition and performance of the Kilifi county government employees***

According to a strategic analysis, more than 17% of firms appoint new CEOs each year. Regardless of the proportional frequency of leadership transitions, it is obvious that the majority of public institutions, particularly in Kenya, do not report having a defined succession planning mechanism in place. The Kilifi County Government is not distinctive. The study only found that leadership transitions occur when there is a transition of executive management at the end of contracts, with a few replacements for retirees. A few respondents' remarks imply that succession planning is difficult to implement, particularly with internal management. The Kilifi County management, on the other hand, boasts of a well-defined organogram and authority structure. The structure influences performance in terms of how duties are carried out and to whom someone is required to report.

Based on the research, a leadership change in county government can only succeed with comprehensive buy-in from county leadership and senior management. Leadership was undercut since the county government has a distinct culture, yet it was impractical from the inside. Departments in county government should carry out their values, which establish their culture, which is critical in aiding new leaders in handling the substantial change in duties. To put these values into effect, senior managers must provide feedback on the most critical aspects of performance and culture inside the country. This has not been done in county administration, with leaders and senior officials appearing to be disconnected from their juniors.

Mistakes and blunders are certain to happen during times of transition, and any negative effects brought on by these mistakes should be addressed via coaching and mentoring. It is less likely that there are coaching programs for the current senior managers to mentor the leaders because the county government's leadership has no or insufficient methods for identifying leaderships. In this situation, a mentor offers important knowledge, direction,

and fresh viewpoints to help the new leader settle into their new positions. The mentor can assist incoming leaders in avoiding traps and removing obstacles that may be challenging for the new leader to foresee. Additionally, coaching can offer a supportive environment and a secure space where a leader can express their queries and worries.

Transition periods provide a sense of ambiguity and anxiety about whether to make decisions autonomously or consult at each level. When a county government transfer is impending, the new leaders want to know how they will be affected in decision making and the implications that follow. The County Government of Kilifi has a clever technique of strengthening such leaders' confidence by allowing them to take initiative and be candid about how they rank such actions. As demonstrated by 43.1 percent of respondents, senior managers allow new leaders to take responsibility for their actions and urge them to be honest and accountable.

The study showed that it is also critical to eliminate the concept of individualism in all public-sector organizations. Individualism benefits those in senior and executive positions in the short term, but it is damaging to future leaders and the achievement of any organization's long-term goals. Leadership in County Government was more concerned with a person's legacy and contribution to the institution. The value creation aspect of leadership eliminates the potential of instability in the event of a sudden transition while simultaneously strengthening cohesion and generating a strategic partnership scenario. Anyone adopting a leadership or executive position in county government, like anyone else in other organizations, must adhere to the values governing their respective roles.

However, this is not the situation in many public office leadership positions, as seniors and executives are more concerned with leaving a personal legacy than with adding value to the organization. In the County Government of Kilifi, effective defining job role

cards that provide a clear template of each position's responsibilities are lacking. This was also a challenge in KCG was addressed in the recommendations.

### ***5.3.3 Human resource strategy and performance of the KCG employees***

The study found that the Kilifi County Government does not take their employees' professional ambitions and aspirations into account while planning. According to the findings of the study, individual employee career ambitions and aspirations are unimportant to the county government's succession planning. However, in order to effectively practice succession planning in an organization, it is necessary to identify and understand the developmental needs of employees by ensuring that all key employees understand their career paths and the roles they are being developed to fill. However, there is a framework in place for how individuals can be managed to fill a role when a senior retires. This is accomplished by grooming internal candidates prior to any handover in order to maintain the culture and minimize surprises.

Despite recruiting a large number of staff, the county government is still lacking in a retention plan to keep these people. According to the study's findings, there is no or little attention on retention. The Kilifi County Government has been unable to change its staff from an outsider utility to a more insider asset. Talent management and retention is now known as a systematic approach to attracting, screening, and selecting the right talent, engaging, developing, deploying, leading, and retaining high potential and performer employees in order to ensure continuous talent feeding within the organization with the goal of increasing workforce productivity. The goal of talent management, is to establish a high-performance, sustainable organization that accomplishes its strategic and operational goals and objectives.

Retention must begin during the hiring process, when human resources and the Public Service Board hire personnel with the goal of keeping them for the long term rather than the short term. During the onboarding of new employees in Kilifi County, managers overlook the importance of explaining to employees how they are tied to the county government's vision and goal. The study discovered that the selection and promotion of internal staff had an impact on the performance of the county government. Having a proper internal recruitment policy is critical for an organization's success, and promoting people increases organization performance. However, respondents felt that internal promotion in the county government is not done in an effective or equitable manner. There is a promotion delay, and there are no timely updates from the human resource office or the public service board.

According to the study, the recruitment procedure assures that the county does not have an excess or a deficit of personnel, since few occurrences of redundancy have been detected. Many managers and supervisors believe that the degree of employee performance on the job is related to the quantity of the workforce. According to the findings of the study, the county government's human resource strategy and knowledge management have failed to actualize the integration of people, processes, and technology to create value for the company. The researcher understands however that, knowledge management helps to improve the collaborative effort expected of employees, encourages continuous development of people's capabilities through individual or group learning, and promotes organizational learning for improved production and service offerings, with a positive impact on organizational performance.

#### ***5.3.4 Financial planning and Performance of the KCG Employees***

The study focused primarily on financial planning and the budgeting process, which directly affects human resources in county administration. Budgets in the county government's financial human resource plan range from the number of employees predicted

for a specific fiscal year, benefits expenses or projected return, wage and incentive costs and projections, actual human resource costs, and new benefits and programs planned. According to the report, the Kilifi County Government has a solid retirement plan that is both practical and financially sound. This has provided relief to the majority of county's pensioners who wind up owing a large quantity of money when they retire. The county government provides a platform for a retirement package that is covered by both the employer and the employee, with the exception of a medallion award in the form of cash that an employee receives upon leaving employment. The budget also includes retirement training for prospective retirees.

The study also revealed that remuneration is seen as an effective approach for improving organizational performance and talent retention which should be characterized by a good pay for organizations to sustain competitiveness. This is possible by using compensation practices to prevent people from leaving the position. With all of the benefits that come with decent pay, the County Government of Kilifi has yet to increase their compensation package, since most employees are dissatisfied with their existing pay. Some are even considering leaving the County in search of a better-paying job.

A healthy working environment, according to the study, is associated with higher performance. The Kilifi County Government has done little to ensure that their employees work in a safe environment and that their budget can cover crises resulting from job-related activities. For example, on accident and emergency, which affect workplace safety, the county government does not have a WIBA that can protect employees in the event of any emergencies or accidents. However, the county government has adopted a budget on appealing packages one and officer assumes a higher position as a result of the study. The package includes everything from a higher salary to allowances and insurance coverage.

The study also revealed the existence of an existent reimbursement budget in the case where employees use their own money for work-related activities. The reimbursement budget addresses such circumstances, yet it is ineffective because most claims and vouchers go unpaid at times. According to the report, the county government does not have an alternative budget for asset creation that can be handed to employees in the form of grants or loans.

## 5.4 CONCLUSION

### *Succession Planning Factors and Performance of Kilifi County Government Employees*

The study concluded that the County Government of Kilifi lacks a specific succession plan for its management but demonstrates certain features of succession that are crucial for seamless continuity of activities in the event of a leader's departure. Employees of the County Government of Kilifi are generally qualified for their positions and have mastered their tasks in diverse areas. Competency can be found throughout the organization in a variety of positions, both senior and junior. After their orientation, county government personnel are not provided with continued training. The study also found that the county's workplace encourages self-innovation and employee participation. There are no strong performance criteria in the county government, and output is not measured. Based on the findings of the study, performance evaluation and appraisal are uncommon in county government. It may be argued that training and development have an impact on employee performance because the majority of respondents reported a change in confidence and awareness in their roles after returning from a training session. There are also no executive development programs in the County Government, with the majority of executive jobs being elective and contractual. As a result, coaching an employee on leadership growth has a lower impact when they are unsure whether they will reach that capacity.

The study concludes that the county government has a clear leadership structure and specified organogram with detailed instructions on the chain of command. Employee relations and management have an impact on how employees perform in County Government, with some seniors expressing displeasure in employee relations. Employee interaction with their superiors is infrequent in the Kilifi County Government, which is why the majority of employees do not receive feedback on their work. The diverse sentiments indicate that Kilifi County Government administrators and executives have poor contact with

their workforce. Since leadership is focused on increasing the value of the county, new leaders are urged to be imaginative and decisive in managing changes and challenges that may arise with their new jobs. Based on the study, there is no clear plan for identifying future leaders, nor is there a roadmap that illustrates what can be done if uncertainties occur throughout the transition process.

The study indicates that the County Government of Kilifi does not establish their human resource strategy with individuals' career objectives and plans in sight. Despite having a clear human resource management strategy, the county government had failed to retain high-performing employees. In addition, there is a lack of a clear talent retention strategy in county government, with less integration of people, processes, and technology to produce a high value for performance. It may also be stated that the county human resource officers' staffing demands are reasonably controllable due to the low possibilities of redundancy and surplus of employees in the various departments.

Conforming to the report, the County Government of Kilifi has a comprehensive retirement plan for its current employees. However, it is possible to conclude that the county lacks an adequate occupational safety and health policy for its employees. The County has medical insurance that normally covers the workforce, but it lacks an emergency and accident policy, notably WIBA (Work Injury Benefit Act) insurance, which can help in the event of a reported workplace accident. At the moment, Kilifi County wages are modest, as they are in other government institutions. Workers have expressed their dissatisfaction with the situation, but it has yet to be rectified. The report also mentioned a budget for allowance reimbursement after an officer spends money on work-related activities and training programs. It is also possible to infer that the many parts of succession in the county have addressed cultural preservation, sustaining the principles of the county government, and communication.

Employees and those seeking to be leaders benefit from enhanced performance level, confidence and self-esteem, and recognition expectations when succession planning is in place. Despite the lack of a defined succession strategy, the Kilifi County Government Human Resource Department has worked to develop a system of prompt replacement and gap analysis, as well as a policy that acts to replace any attrition as a function that could have been done by a succession planning strategy.

## **5.5 RECOMMENDATION**

### ***5.5.1 Recommendation for Improvement***

The study recommends Kilifi County Government managers to implement programs that effectively identify skill gaps within the organization and subsequently invest in training. This training should be structured, systematic, and aimed at achieving the predetermined goals and objectives.

The study urges Kilifi County Government leadership to enhance the county's succession planning process. This method should be refined to guarantee that critical roles within the county are always filled and that capable talent is retained within its pipeline. This will ensure that the county is proactive rather than reactive in its recruitment process, ensuring that they are always prepared to deal with the ever-changing environment.

The study recommends Kilifi County Government managers to develop organizational retention initiatives. These programs should not be one-size-fits-all, i.e. uniform for all employees, because people differ, and thus the county's retention initiatives should be able to accommodate individual employees' retention needs.

The report also recommends developing an engagement and communication policy for staff participating in performance evaluation and succession planning. Seniors should be involved in succession planning and their opinions should be taken into account when making decisions.

The study advises the County Government of Kilifi to invest in technologies that will automate its employees' career and talent management. This may entail purchasing a Human Resource Information System with a succession planning plugin and cloud-based operations. Automation facilitates data gathering, updating, and sharing, making assessment easier.

The study proposes creating an Own Individual Development Plan that is owned by the individual and attracts the attention of all supervisors in the environment in which the employee works. The IDP should then be revised quarterly to become a functional document that will assist staff in achieving their goals while also serving as a motivator and retention tool.

### ***5.5.2 Recommendation for Further Studies***

The study focused on succession planning and how it affected performance in the public sector, with a particular emphasis on Kilifi County Government. As a result, similar investigations across the whole public sector, as well as other counties and private organizations, are required for comprehensiveness. The study also focused on the Kilifi County Government's personnel development, leadership transition, human resource strategies, and budgetary planning, however there is opportunity for more variables to be studied, and future scholars could investigate them.

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## APPENDICES

### Appendix I: Introduction

I am a Master of Business Administration (Corporate Management) student at KCA University's School of Business. I'm working on a research project that examines the Influence of Succession Planning on The Performance of Kilifi County Government Employees.

As a result, this letter is a request for your assistance in completing a survey questionnaire. The survey should take you about 20-25 minutes to complete. It is entirely up to you whether or not to participate in this study. There will be no consequences or harm to you if you do not participate, and I will not feel bad. However, your feedback is highly valued in this poll.

Your responses to the survey questionnaire will be kept private and anonymous. The researcher will not reveal your identity; it will not appear anywhere. The study's findings may be published, but neither your name nor your responses will be included. Your information will only be visible to the researcher.

If you have any questions about the research project, please call +254722-877-392. If you agree to participate, please answer the questionnaire questions honestly and follow the instructions.

Thank you for your time.

Sincerely,

Felix Lalo Wanje

**Appendix II: Questionnaire**

I am a KCA University student working on an academic research proposal study for partial fulfillment of the Master of Business Administration (Corporate Management) degree requirement. I respectfully request that you complete the information asked as instructed. The information you provide will be kept private and used solely for academic purposes.

**SECTION A: BACKGROUND INFORMATION**

**A1.** How long have you been working with the Kilifi County Government?

Years old	0-3yrs (1)	3-6 years (2)	6-9 years (3)	Over nine years (4)
Tick				

**A2.** What is your highest level of education?

Qualification	Certificate (1)	Diploma (2)	Degree (3)	Masters (4)	Others (5)
Tick					

**A3.** What is your Designation?

Level	Senior Manager (1)	Executive (2)	Officer (3)	Casual (4)
Tick				

**A4.** Department

.....

**A5.** Does the organization have a succession planning policy and procedures in place?

Yes [ ] No [ ] Not Sure [ ]

**A6.** How would you rate the department's succession planning and procedures over the past few years?

- Very Poor [ ]      Poor [ ]      Not sure [ ]
- Good [ ]      Very Good [ ]      Moderate [ ]

**SECTION B: Personnel Development**

How much do you agree with the following statements? Put a tick in the appropriate place to rank.

1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	The county government of Kilifi employs qualified personnel.					
2.	In addition to orientation, the county government of Kilifi provides personnel with ongoing training in a range of aspects to improve their flexibility in competencies for both present performance and career development.					
3.	The county government of Kilifi hires consultants to fill gaps in skills they do not have					
4.	The county government of Kilifi's workplace fosters self-innovation, employee engagement, and retention.					
5.	The county administration imposes strict regulations on its performance monitoring and assessment.					

6. Does the county government offer soft skill training and coaching tailored to the function in regard to succession planning? If so, describe those soft skills in more details.

.....  
.....  
.....

7. Executive development programs are a crucial component of succession planning. Are executive development programs available to county government senior managers, or are they only available to roles that are elected, nominated, or appointed?.....(Yes or No)

8. Does succession training improve the performance in your current role? Explain if

Yes.....  
.....  
.....  
.....

### SECTION C: Leadership Transition

To what extent do you agree with the statements below? Rank by ticking in the appropriate place.

1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
9.	There is a clear leadership structure in the County government of Kilifi.					
10.	Employee relations and management do affects performance of the county government employees.					
11.	The county government's senior executives and management offer feedback on the most crucial performance and cultural factors that should be maintained or enhanced.					
12.	Senior managers and executive officers offer periodic coaching and mentorship to junior officers who will eventually take up those senior roles in case of sudden turnover.					
13.	New leaders are urged to take initiatives and exercise their own judgment for the benefit of the organization.					
14.	Leadership transition is focused on legacy not individualism to maximize the value of the county government and not that of an individual leader					

15. If an officer in a lower designation than the senior management category is identified as a prospect leader, are they offered management training that is effective to their talent and knowledge? ..... (Yes or No)

16. Is there a clear transition plan by managers that addresses concerns of uncertainties and change from new leaders? Is the transition strategy open enough when change is imminent and officers need to know how they will be affected? Give a brief comment  
 .....  
 .....

**SECTION D: Human Resource Strategy**

To what extent do you agree with the statements below? Rank by ticking in the appropriate place.

1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
17.	Individual career goals and aspirations are considered in human resource strategy.					
18.	The human resources department has a clear, workable, and well implemented career planning and management approach.					
19.	The county government administration has prioritized retention and rewarding of high-performing individuals					
20.	Human resource management at the county government has facilitated the integration of people, processes and technology to create value and high performance.					

21.	There is a talent retention strategy in the succession planning policy and procedures					
22.	Promotion and selection decisions are based on the suitability of the employee rather than favoritism.					

23. During your time working for Kilifi County Government, have you ever been asked to fill in for someone else because there was a manpower shortage? .....

(Yes or No)

24. Have you ever been redundant in your roles due to a surplus of workers in your department? ..... (Yes or No)

25. Does the county government have an internal recruitment policy? Explain how it helps in raising loyalty and morale of employees/ increasing their productivity

.....

.....

.....

**SECTION E: Financial Planning**

To what extent do you agree with the statements below? Rank by ticking in the appropriate place.

1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
26.	There is an elaborate retirement plan and retention scheme than ensure a steady supply of labour and business continuity.					
27.	There is an effective occupational safety and healthy working environment policy with full funding to handle emergencies as they arise.					
28.	The present wage and compensation plan include incentives that encourage you to perform.					
29.	Once an officer assumes a senior position as part of succession, they will receive an intriguing package.					
30.	There is a guaranteed reimbursement budget to cover costs associated with training programs and other work-related activities where an employee incurs expenses.					

31. Does the county government have a financing strategy for employees to accumulate assets or alternate income that encourages you to stay and not seek a higher paying job?

Give specifics about those financing platforms.

.....

.....

## SECTION F: Performance of the Kilifi County Government Employees

To what extent do you agree with the statements below? Rank by ticking.

1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	Statement	1	2	3	4	5
32.	Succession planning has addressed cultural preservation and communication of company goals, which are crucial for maintaining a high-performance climate.					
33.	Succession planning practices often identify performances gaps that are corrected through mentorship initiatives for both current and future performance results.					
34.	During a transition in management and leadership, the new leader is given the power to make decisions that could significantly change management and employee relations.					
35.	Advanced evaluation techniques for identifying leadership skills are made available by succession planning, and these tools result in recognition, continued feedback, and increased performance motivation.					
36.	The County Government through succession practices encourages and nurtures innovative thinking and behaviors.					
37.	The County Government's culture is one of collaboration, adaptive to change and performance-based					

38. Does the county government have forums for employee participation and suggestions during the succession process? If yes describe how that affects how these employees

performance.....  
.....  
.....  
.....  
.....

**Appendix III: Work Plan**

<b>Activities</b>	<b>April 2021</b>	<b>Sept 2021</b>	<b>Oct 2021</b>	<b>Dec 2021</b>	<b>May 2022</b>	<b>July 2022</b>	<b>Oct 2022</b>	<b>Nov 2022</b>	<b>Nov 2022</b>
Assigning Supervisor & Topic Selection									
Concept Paper Development									
Concept Paper Presentation									
Proposal Developments									
Proposal Presentation									
Seminar 1									
Proposal Presentation									
Seminar 2									
Dissertation Defense									
Publication									
Black & Gold Book									

## Appendix IV: Budget

<b>Activity</b>	<b>Amount</b>
Stationery, typing, photocopy	KES 15,500.00
Printing and binding	KES 10,500.00
Subsistence (Transport, fuel, meals)	KES 10,000.00
Library and internet search	KES 10,000.00
Contingency expenses (10%)	KES 15,250.00
<b>Total</b>	<b>KES 61,250.00</b>