

# Factors Affecting Succession Planning in the Private Sector in Kenya: A Case Study of Sunmatt Limited

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**Abstract;** This research study was aimed at investigating factors affecting succession planning and management in private sector in Kenya. Specifically, the study aimed at finding answers to four main objectives; to determine the effects of organization culture on succession planning and management, to find out the effects of management style on succession planning and management in the private sector, to assess the effects of organizational policy on succession planning in the private sector and to establish the effects of training on succession planning and management in the private sector. The significance of the research was intended to offer the management of Sunmatt Limited with research based knowledge on the factors that affected the succession planning and management process in the organization to maintain the changes that will come during transition in management and making decisions. The research adopted a descriptive design which ascertained and described the characteristics of variables of interest in a situation; stratified random sampling research design was used to get the target population of 120 employees and a sample size of 60 employees which was arrived at by the use of stratified random sampling method. The data was collected by use of questionnaire and then analyzed by use of qualitative and quantitative methods. Findings showed that 78% of the respondents did accept that organizational culture has an effect on the implementation of succession planning and management. 74% of the respondents did agree that training of employees especially the top management affected the implementation in the private sector. 62% of the respondents showed that organization policy does affect implementation of succession planning and management and 78% of the respondents showed that management style also affects the implementation of succession planning and management. Thus, culture defines the way of life and it enhances the effective realization of employee's effort, Training will bridge the gap between the job requirements and present competence of an employee, Management style allows for the allocation of responsibilities to different entities and Organizational policy will help to improve the welfare facilities in the organization to enable employees to improve on their services delivery. Therefore, Succession planning and management entails identifying internal employees who will step into a leadership role if a vacancy occurs. If done correctly, it will ensure employees are developed and the organization will not suffer if a key leader leaves the organization.

**Key words;** Succession, Planning, Private Sector, sunmatt limited.

## 1.0. Introduction

Succession planning was first introduced by Fayol who believed if succession planning was ignored, organizations would not be prepared to make necessary transitions. Succession planning allows an organization to prepare for the absence, departure, death, retirement, or termination of an individual. It provides for continuity of culture and the evolution of necessary skills for an organization. Succession planning has been used as a formalized method for dealing with changes in leadership. Originally used to anticipate smooth transitions at the top level in organizations, it has evolved into a process that many organizations view as critical for key positions across functions and levels. Succession planning and management embraces not only identifying qualified and motivated candidates for promotion to executive positions, but also developing their capabilities in a manner that will prepare them to perform effectively in leadership

positions. Coaching and mentoring have become widely accepted techniques for extending such development beyond the classroom training and on the job experience (Jothel & Fayol, 2010).[1]

One of the key component of succession planning is the selection of candidate based on previous experience and background and formation of talent pool. By this we make sure that each key position has alternative potential successors and each talent has multiple potential promotion paths. The trend in scope of succession planning and management is expanding to cover all the positions not just top managerial positions. It has shown that companies considering lower levels have better profitability. In case of not including all the organization, it is very important to identify critical positions which are essential for the organization, department, division, work unit, or team to achieve the necessary work results. It is crucial that, the succession plan provides a plan for providing

the opportunity for professional development (Caldwel, (2007). [2]

**1.2.1 Succession planning in Kenya**

Succession planning has long been an active human resources strategy that has been discussed at professional conferences and within professional journal and publications in Kenya. Project management professionals and decision makers have been aware of the need for formalized strategic planning for their workforces, especially given the pure demographics of the private sector environment, at all levels. The inevitably changing workforce, driven by the steady exodus of baby boomer workers towards retirement, and converging many times with an increasing demand for private sector, marked the generational project management need for proper planning and development of thoughtful strategies in the areas of recruitment, retention and succession planning, circumstances and limited resources have prevented some agencies in Kenya from instituting a formal approach to workforce planning.

**1.2.2. Succession planning within the textile Industry**

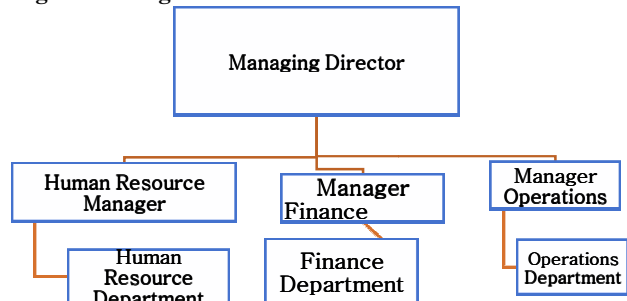
In an Industry, an in-depth, corporate-wide succession planning program is especially important. Today’s business in textile has unique characteristics that make it critical for smart companies to invest in a coordinated, holistic employee development effort. Because of the highly specialized and technical nature of the industry, most companies have a handful of non-executive employees going five or six layers deep in the organization who have a significant impact on a company’s results due to their technical knowledge and experience related to the company’s core mission in areas like geosciences, offshore and international operations, reservoir engineering/completions or project management. Finding and recruiting equivalent talent from outside the company is difficult as the industry lacks workers in the industry with similar expertise(Burke, 2011). [3]

The Industry however occupies a vital place in the Kenyan economy and contributes substantially to its exports earnings. Textiles exports represent nearly 30 per cent of the country's total exports. It has a high weight age of over 20 per cent in the National production. It provides direct employment to over 15 million persons in the mill, power loom and handloom sectors. It also occupies an important place in the economy of the country because of its contribution to the industrial output, employment generation and foreign exchange earnings. The industry encompasses a range of industrial units, which use a wide variety of natural and synthetic fibers to produce fabrics. Considering the significance and contribution of textile sector in national economy, initiative and efforts are being made to take urgent and adequate steps to attract investment and encourage wide spread development and growth in this sector.

**1.2.3. Sunmatt Limited**

Sunmatt Limited is a distribution company situated at the Red Commercial Building along Mombasa Road adjacent to Tusksys warehouse. The company started its operations in the late 80s as a family business before it moved to Nairobi. Throughout the years since its inception, the company has established itself in various projects and continues to grow stronger and gaining command of the market share in the supplies Industry. Sunmatt Limited deals in supplies of products such as men apparels, ladies’ clothes, baby’s accessories, toys, sports items and jewelry. Its main client is Nakumatt Holdings and Ivory (the Junction and Mega). Sunmatt Limited mainly focuses on areas such as aesthetics and design, consumer theories, behavior, historic and cultural aspects of clothing. It has grown to respond to increasing pressure from stakeholders to prepare learners for successful employment. In this study, the researcher explored the merchandising component through a survey of mid-level retail managers’ perceptions of the competencies needed by new learners to succeed in early career positions. Sunmatt Limited meta-goals serve as a framework for assessing retailers' views on the importance of knowledge, skills, and abilities for new learners in the industry. Retail managers favored soft skills such as teamwork, leadership, and communication, over traditional clothing and textile content knowledge (Sunmatt Business Review Magazine, 2021). [4]

**Figure 1.1 Organizational Structure of Sunmatt Limited**



**1.1 Statement of the Problem**

With dynamism in the private sector, organizations are faced with a dire need to make amendments and modifications in their processes and procedures especially in planning for the future succession planning and management. In so doing they are better placed to gain wholly against their competitors as well as meeting the demands of the dynamic business world. Succession planning and management processes are not easy bearing in mind that there are a number of factors both internal and external that are likely to affect the succession planning and management process. It is therefore important for the whole management team and the organization as a whole to identify and consider them keenly for the success of the process.(Hoffman & Womack, 2011).[5]

In defining the problem, succession planning allows an organization to prepare for the absence, departure, death, retirement, or termination of an individual. It provides for continuity of culture and the evolution of necessary skills for an organization. It has been used as a formalized method for dealing with changes in leadership. Originally used to anticipate smooth transitions at the top level in organizations, it has evolved into a process that many organizations view as a critical for key positions across functions and levels. Sunmatt Limited has over the years been successful in carrying out their businesses though they have not been using these processes to enable smooth succession planning and management. Due to this reasons the researcher investigated the factors affecting succession planning and management in Sunmatt limited.

## **2.0. METHODOLOGY**

The researcher drew materials from several resources which were closely related to the area of study. This guided the researcher to come up with best solution to solve the problem at hand and add more strength to the existing studies in the same field.

### **2.1 Study Design**

A descriptive survey design was suitable in this study owing to the fact that several youth and empowerment projects were sampled.

### **2.2 Factors affecting succession planning**

Succession planning is a systemic, long-term process of determining goals, needs, and roles within an organization and preparing individuals or employee groups for responsibilities relative to work needed within an organization (Luna, 2012), [6]. Succession planning and management is a process that not only helps with the stability and tenure of key personnel but is also perhaps best understood as any effort designed to ensure the continued effective performance of an organization, division, department or work group by making provision for the development, replacement, and strategic application of key people over time (Rothwell, 2010).[7]

Furthermore, any succession planning and management program is a systematic effort that ensures continuity in key positions, the retention and development of intellectual and knowledge capital for the future and encourages individual development and advancement. Over time, however, succession planning has evolved into much more than this. Today, succession planning serves as a tool to manage knowledge and change, develop leadership capacity, build smart teams, and retain and deploy talent in a manner that helps an organization operate to its greatest potential (Groves, 2003).[8]

Fink (2010) [9] notes that individuals are becoming more strategic in their own career development and job searches. It is therefore increasingly important that organizations follow suit and develop strategies to ensure that they are able to

attract and retain talent. The complex nature of work and business in the private sectors means that organizations cannot rely on the replacement of talent, nor can they expect to have a pool of willing and qualified candidates ready and waiting, even during a recession. Organizations must be proactive in identifying and developing qualified talent that can be called upon during both expected and unplanned succession events. Succession planning is necessary to maintain and develop knowledge and talent in a volatile political economy.

I believed that by exploring factors that affect succession planning and management, I hoped that the results of the exploratory descriptive case study would not only add to the body of literature on succession planning in higher education but specifically provide valuable insights and a framework for further research on succession planning in Kenyan colleges. To determine the factors affecting succession planning and management, we need to consider and determine strategies that best support the implementation of succession planning.

### **2.2.1 Training**

To maintain a productive and motivated workforce, training is of great importance. Burning out and rapid changes in methods of production and technology raise the need for continuous training. This will help in updating the workers, improving their working morale and sharpening their working skills. Training is the process that enables people to acquire new knowledge, learn new skills and performs tasks differently and better than before. Its objective is to teach employees how to perform particular activities or a specific job. The smooth and efficient running of any organization depends directly on how all employees are equipped with relevant skills. New employees will need some form of training before taking up their jobs while older employees will need some training to keep them abreast of technology development. Therefore, employees must from time to time be trained to perform better in their present positions and to prepare them for possible transfer, promotion and introduction of new technology and ways of doing things (Zepeda et al., 2012).[10]

Employee training is a learning process. It seeks a relation permanent change in employees that improve job performance. Thus training involves changing in skills, knowledge, attitude and behavior. This may mean changing what employees know, how they work, or their attitude towards their jobs, coworkers, managers and the organization. It has been estimated that business firms alone spend billions of shillings each year on formal course and training programs to develop workers. Training is the process of increasing knowledge and skill for doing the job. It is an organized procedure by which people learn knowledge and skills for a definite purpose. The purpose for training is mainly to bridge the gap for job requirement and present competence of an employee. It is never ending. Training is closely related with education and development, new and experienced employees

require instruction for effective performance on the job. It involves the use of formal procedures to impart knowledge and help people to acquire the skills necessary for them to perform their jobs satisfactorily. It is described as one of several responses an organization can undertake to promote learning to succeed and survive; organizations need to reinvent themselves regularly (Armstrong, 2006) [11]

According to Shaun (2001), [12], Training also helps in ensuring employees understand the need for change and adjusting to new situation. Training activities are programs of organizational improvement undertaken to bring about relatively permanent change in employee knowledge. In any organization, the need for training shows itself in many ways. New employees must be instructed on their duties. Poor selection may necessitate specialized training effort; individual employee who cannot perform certain aspects of their tasks must be made equal to those tasks. Complete changes of working methods come from time to time. Training is any activity that is desired towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. He views training as an enhancement of knowledge which acts not only as a motivator to the employees but also an opportunity for better job that has more responsibility with good achievements. Training is a planned process to modify attitude, knowledge or skills, behavior through learning experience to achieve performance in any activity or range of activities.

According to Naveen (2006), [13], teams that work well together have lower turnover. These results are reduced costs associated with recruiting, hiring and training new members. There are also several benefits to the culture and internal operations aspects of the business derived from team training. This includes easier adaptability to change, team members training may be somewhat formal whereby workers undertake a structured trainee programmed or apprenticeship program. On the other hand it is often highly informal and therefore difficult to measure or detect. Less experienced workers often engage in learning by doing. They acquire new skills by simply observing more skilled workers filling in for them when they are ill or on vocation or by engaging informal conversation during coffee breaks. Training should be key to the role and responsibility of each participating in a safety program and equip each person with knowledge and tools necessary to carry out duties and make sound decisions.

### **2.2.2 Organizational Culture**

Culture refers to an organizations values, beliefs and behavior. It is concerned with beliefs and values of which people interpret experiences and behaves individually and in groups. Cultural statements become operational when an executive articulates and publish the values of their firms which provide patterns for how employees should behave. Firms with strong cultures achieve higher results because employees sustain focus on what to do and how to do it. Inspiring culture is the

one that encourages extraordinary performance from its diverse workforce if the organization wants them to do great things. Corporate culture is only good if it fits its context that is your business space and business strategy. In today's rapidly changing economy, only cultures that can help organization anticipate and adapt to environmental change will be associated with superior performance over the long time (Walch, 2005) [14].

According to Cooke et al., (2013), [15], greater motivational culture is when people are appreciated for their skills, values and work. By being aware of their roles and importance in the organization, the workers are more motivated to add their bit. This enables them to appreciate or perform other roles and tasks. Flexibility allows workers to move freely within the organization. At the same time it removes barriers associated with a rigidly structured company. It also ensures that any individual will be able to cope rapidly with a changing environment such as those that exist in modern times. Therefore, an organization with such motivational culture stimulates its diverse workforce to work knowing that all employees are accommodated to suit the organization culture thus leading to improved change and succession planning.

Ravasi and Schultz (2006), [16], state that work culture is a set of shared mental assumptions that guide interpretation and action in organization by defining appropriate behavior for various situations, at the same time although a company may have its own unique culture in larger organizations, there is a diverse and sometimes conflicting cultures that co-exist due to different characteristics of the management team. The organization culture may also have positive and negative aspects. Organization culture is the collective behavior of humans that are part of the organization, it is also formed by the organization values, visions, norms, working language, systems and symbols, and it includes beliefs and habits. The importance of understanding organization culture cannot be overlooked. The bottom for managers who want to create a culture of success is to start with creating a positive environment.

### **2.2.3 Management Styles**

According to Koontz (2006) Management styles are characteristics ways of making decisions and relating to subordinates. Different management styles can be employed depending on the culture of the business, the nature of the task, the nature of the workforce and the personality and skills of the leaders. Koontz further argued that the style which leadership is dependent upon the prevailing circumstances, therefore leaders should exercise a range of management styles and should deploy them as appropriate to improve on succession planning.

According to Lawler (2009), [17], Reward not only jobs well done, but motivation as well. This will maintain the momentum and let people know that you have faith in their efforts and a better succession planning strategy. Sometimes a

situation will call for a direct style of management. Perhaps a tight deadline looms, or the project involves numerous employees and requires a top down management approach. Managers need to know what they need to do, how they're going to do it, and when they must be finished. This style might seem cold and impersonal, but you still have an opportunity to be a motivating and accessible manager. For example, when you assign responsibilities and roles, provide helpful tips or share experiences you encountered with a similar project. With this style, don't be afraid to set specific standards and expectations. If you want to expedite a project and optimize a process for completing that project managing by teamwork is the way to go. When you motivate people to pool their knowledge, the results may exceed your expectations. Often, teams can tackle problems more quickly than what you can accomplish on your own. The give and take can create a process that you can replicate in other projects. Remember that successful teamwork depends on coordinated efforts among the staff, as well as solid communication skills (Lawler, 2009)

Management styles helps to set priorities, delegate, motivate and develop your people, coach them to become top performers and communicate objectives and goals. This will help to get your points across, inspire others to achieve best results, demonstrate emotional intelligence, build rapport, form alliances and negotiate effectively. Also to approach problem solving logically, research options, avoid biases and focus on meaningful data to draw the right conclusions-even under pressure. Finally, Management style will enable employees to grasp the scope and objectives of the projects, recognize the roles and responsibilities of others, stay on track and become an effective member of a cross functional team.

#### **2.2.4 Organizational Policy**

According to Mural (2010), [18], Organizational policies help their operations and prefer to keep management flexible. One of the reasons why businesses do not want a lot of policies is because it limits management's control. With defined policies it has been questionable every time a decision differs from the status quo. These decisions vary from the organizational policies and could come under scrutiny from both the employees and the legal entities. For example, assuming that an employee has created a lot of problems. Without policies a manager or an owner will be creative on how he or she handles the situation. A successful company needs to have the necessary organizational policies to ensure a safe, organized, convivial, empowering, nondiscriminatory workplace.

Roberts (2013), [19], Organizational Policies tries to focus everyone in an organization to a common goal and priorities by translating cooperate strategy into measurable objectives throughout the various functions and levels of the organization. As a result, everyone in the organization should understand the strategic plan, be able to drive several goals from the plan and determine how each goal ties into their own

daily activities. Organizational policies are continuing guidelines on the approach the organization intends to adopt in managing its people for a better succession planning. They define the philosophies and values of the organization on how people should be treated. They therefore serve as reference point when employment practices are being developed, and decisions are being made about people. The policies help to ensure that when dealing with matters concerning people, an approach in line with corporate values is adopted throughout the organization. They serve as a basis for enacting values converting espoused values into values in use. They provide frameworks within which consistent decisions are made, and promote equity in the way in which people are treated. Because they provide guidance on what managers should in particular circumstances they facilitate succession planning and empowerment.

Treating people fairly and justly by adopting an 'even handed' approach means protecting individuals from any unfair decisions made by their managers, providing equal opportunities for employment and promotion, and operating an equitable payment system. Taking into account the individual circumstances, when making decisions that affect the prospects, securing or self-respect employees. A promotion policy could state the organizations intention is to promote from within wherever there is appropriate as a means of satisfying its requirement for higher quality staff. The policy could, however, recognize that there will be occasions when the organizations present and future needs could be met though succession planning (Armstrong, 2006).

#### **2.4. Summary and gaps to be filled**

An organization culture determines the way in which employees are rewarded. Management style tends to focus on a dominant source of motivation such as pay, status or opportunity for personal growth and achievement. The accessibility of management and the ways in which decisions are made is the reflection of an organization's culture as well. Training is the process of increasing the knowledge and skills for doing the job. It is an organized procedure by which people learn knowledge and skills for a definite purpose. The purpose of training is mainly to bridge the gap between the job requirement and present competence of an employee. It is never ending for a better succession plans. A company's policy sets the way on how certain processes and procedures are run by an organization. These are formulated by the management and are clearly spelled out to every member of the organization for adoption. The policies that are put to action should not be for the few individuals in the organization thus should never be discriminatory in any way. Good policies also determine the way strategies are formulated and implementation. Management style is the characteristics ways of making decisions and relating to subordinates. This gives an outlook of an organization if a manager is able to manage the operations of an organization

which include monitoring daily operations and they relate to their subordinates.

**2.5. Research Design**

A research design is the arrangement of condition for the collection and data analysis of the data in a manner that aims to combine relevance to the research purpose with economy in procedure. A descriptive research design was used in this study since it enabled the researcher to seek new ideas from the respondents and develop an insight to the problems under the study. Descriptive research design determined and reported the way things were. It portrayed the facts as it really is (Kothari, 2004) [20]

**2.6. Target Population**

Target population is the complete set of individuals, cases or objects with some common characteristics to which the researcher wants to generalize the results of the study (Mugenda and Mugenda, 2003) [21]. The study’s target population was for the entire 120 employees of Sunmatt Limited and the population was divided into the following categories: top level management, middle level and support staff.

**Table 2.1. Target Population**

Category of staff	Target population	Percentages
Top Management	5	4
Middle Management	15	13
Support Staff	100	83
TOTAL	120	100

**2.7. Sampling Design**

Sampling is a procedure by which some elements of the population are selected as representatives of the total population through the use of probability to acquire a representative degree of reliability in the selected area. Stratified random sampling was used in the study because the target population is heterogeneous. This stratified random sampling is the best. This is because with stratified random sampling all the population has an equal chance of being chosen. The study used a sample size of 50% of the target population.

**Table 2.2. Sample Size**

Category of staff	Target population	Sample Size	Percentage
Top Management	5	3	5
Middle Management	15	7	12
Support Staff	100	50	83
Total	120	60	100

**2.8. Data Collection Methods**

This study used questionnaire as a means of data collection. A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Questionnaires have advantages over some other types of surveys in that they were cheap, do not require as much effort from the interviewer as verbal or telephone surveys, and often have standardized

answers that make it simple to compile data (Kothari, 2004). The researcher used self-administered questionnaires with both open and closed questions.

**2.9. Data Analysis Methods**

Data analysis is the process of gathering, modeling and transforming data with the goal of highlighting useful information, suggesting conclusions and supporting decision making hence preparing crude data into interpretable designs (Mugenda, 2003). Data were analyzed using qualitative and quantitative methods. Qualitative involved content analysis and evaluation of text material. Quantitative methods involved numerical analysis of data. The qualitative data was then used to analyze the open ended questions while the quantitative was presented using graphs, tables and pie charts to form the basis of the analysis.

**3.0. DATA ANALYSIS**

The purpose of the researcher was to analyze and logically present the data collected in light of the objectives and research questions. The data of the study was derived from questionnaires issued out. The findings were presented through the use of graphs, charts, figures, percentages and descriptive statistical tables.

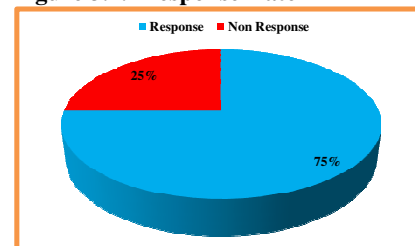
**3.1. Presentation of Findings**

**3.1.1. Response Rate**

**Table 3.1; Response Rate**

Category	Frequency	Percentage
Response	45	75
Non Response	15	25
Total	60	100

**Figure 3.1. Response Rate**



From the findings in table 3.1 and figure 3.1 indicates the response rate where 75% of the respondents returned the questionnaires while 25% of them did not. This indicates that a good number of them responded.

**3.1.2 Gender Analysis**

**Table 3.2 Gender Analysis**

Category	Frequency	Percentage
Male	25	56
Female	20	44
Total	45	100

Figure 3.2. Gender Analysis

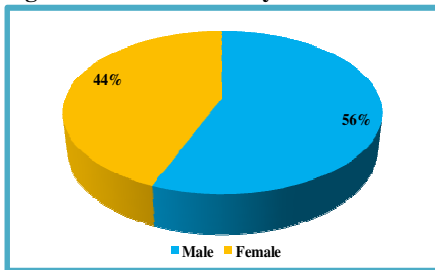


Table 3.2 and figure 3.2 indicate the response on gender. It was found that the organization has more male than female. The male represented 56% response which was the majority response. The minority response was of female which was 44%.

3.1.3 Age Bracket

Table 3.3 Age Bracket

Category	Frequency	Percentage
20-30 years	8	18
31-40 years	27	60
41-50years	6	13
Above 50 years	4	9
<b>Total</b>	<b>45</b>	<b>100</b>

Figure 3.2 Age Bracket

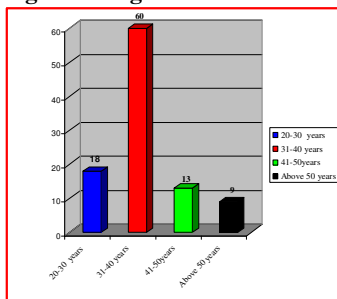


Table 3.3 and Figure 3.3 shows the age of the respondents. The findings indicate that those between the age of 20-30 years represented by 18%, 31-40 years by 60%, 41-50 years 13% while above 50 years was represented by 9%.

3.1.4 Highest Academic Qualification

Table 3.4; Highest Academic Qualification

Category	Frequency	Percentage
Primary	4	9
Secondary	10	22
College	20	45
University	11	24
<b>Total</b>	<b>45</b>	<b>100</b>

Figure 3.4; Highest Academic Qualifications

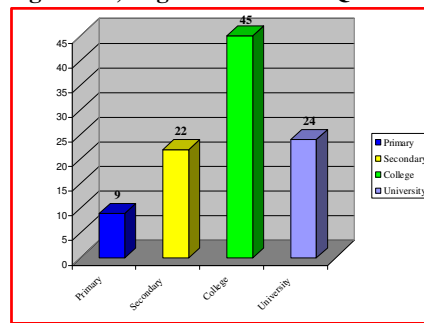


Table 3.4 and figure 3.4 indicate the response on the highest academic qualification. The response from the primary level was 9% while the response of secondary level was 22%. The majority response was college level who responded by 45%. Finally, there was response of 24% which responded the university level.

3.1.5 Number of years of service

Table 3.4; Number of years of service

Category	Frequency	Percentages
Less than 5 years	10	22
6-10 years	12	27
11-15 years	18	40
Above 15 years	5	11
<b>Total</b>	<b>45</b>	<b>100</b>

Figure 3.3; Number of years of service

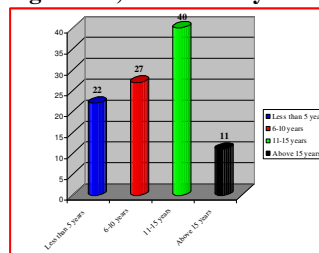


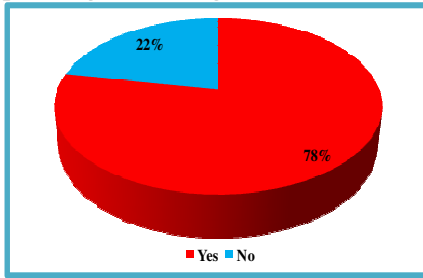
Table 3.5 and figure 3.5 indicate the response of respondents work experience whereby the 22% represented less than 5 years, 27% represented 6-10 years, 11-15 years was represented by 40% and they are the majority while above 15 years was represented by 11%.

3.1.6 Effects of organization culture on succession planning and management

Table 3.5; Effects of organization culture on succession planning and management

Category	Frequency	Percentages
Yes	35	78
No	10	22
<b>Totals</b>	<b>45</b>	<b>100</b>

Figure 3.4; Effects of organization culture on succession planning and management



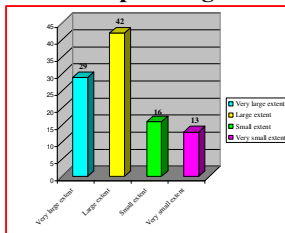
According to table 3.6 and figure 3.6, 78% of the respondents felt that organization culture affects succession planning and management while only 22% indicated that organization culture did not affect succession planning and management.

3.1.7 Extent to which organization culture affects implementation of succession planning and management

Table 3.6 Extent to which organization culture affects succession planning and management

Category	Frequency	Percentages
Very large extent	13	29
Large extent	19	42
Small extent	7	16
Very small extent	6	13
Totals	45	100

Figure 3.5; Extent to which organization culture affects succession planning and management.



From table 3.7 and figure 3.7, 29% indicated that organization culture affects succession planning and management to a very large extent, 42% indicated that it affected to a large extent, 6% indicated that it only affected to a small extent however very small extent was represented by 13%.

3.1.8 Effects of organization policy on succession planning and management

Table 3.7 Effects of organization policy on succession planning and management

Category	Frequency	Percentage
Yes	28	62
No	17	38
Total	45	100

Figure 3.6; Effects of organization policy on succession planning and management

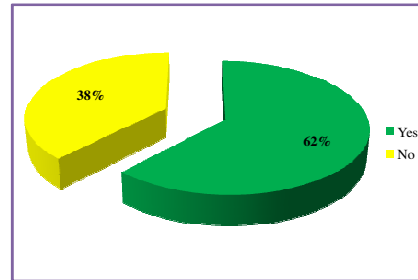


Table 3.8 and figure 3.8 indicate the effects of organization policy on succession planning and management where the majority of the respondents indicated that organizational policy affects succession planning and management with 62% while only 38% had the opinion that it does not affect the organization.

3.1.9 Extent to which organization policy affects succession planning and management

Table 3.8; Extent to which organization policy affects succession planning and management

Category	Frequency	Percentage
Very High	3	7
High	18	40
Average	15	33
Low	9	20
Totals	45	100

Figure 3.7; Extent to which organization policy affects succession planning and management

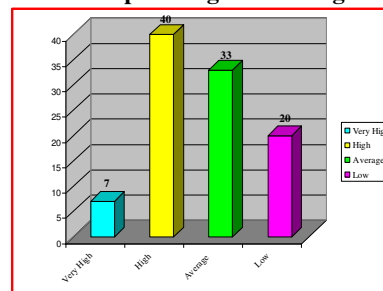


Table 3.9 and figure 3.9 indicate the extent to which organization policy affects succession planning and management where the respondents who filled in the questionnaires it indicated that 7% were of the opinion that it affects the organization at a very high, 40% high, 33% average while 20% at a low.

3.1.10 Effects of management style on succession planning and management

Table 3.9; Effects of management style on succession planning and management

Category	Frequency	Percentage
Yes	35	78
No	10	22
Total	45	100



Figure 3.8; Effects of management style on succession planning and management

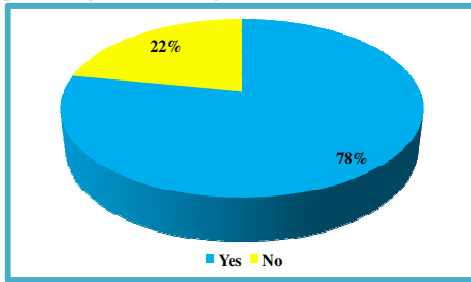


Table 3.10 and figure 3.10 indicate the effect of management style on succession planning and management where 78% of the respondents indicated that it does affect the organization while only 22% of them disagreed.

3.1.11; Extent to which management style affects succession planning and management

Table 3.10; Extent to which management style affects succession planning and management

Category	Frequency	Percentage
Very High	17	38
High	13	28
Moderately	8	18
Poorly	7	16
<b>Total</b>	<b>45</b>	<b>100</b>

Figure 3.9; Extent to which management style affects succession planning and management

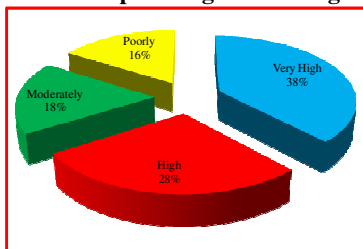


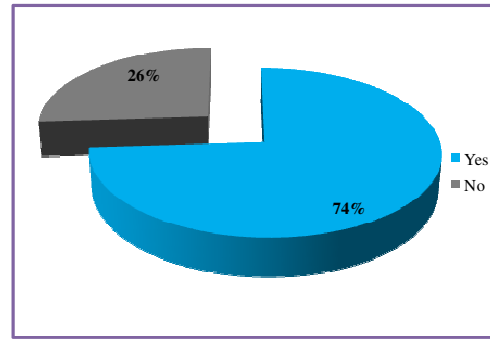
Table 3.11 and figure 3.11 indicates the extent to which management style affects succession planning and management, where 38% indicates very high, 28% indicated high, 18% were of the opinion that it affected moderately while 16% of them indicated poorly.

3.1.12; Effect of training on succession planning and management

Table 3.11; Effects of training on succession planning and management

Category	Frequency	Percentage
Yes	33	74
No	12	26
<b>Total</b>	<b>45</b>	<b>100</b>

Figure 3.10; Effects of training on succession planning and management



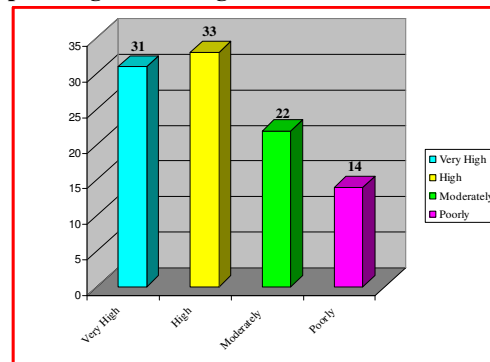
From table 3.12 and figure 3.12, 74% of the respondents indicated that training affected succession planning and management while only 26% were of the opinion that it did not affect at all. It was deduced by the researcher that training affected succession planning and management in private firms.

3.1.13 Extent to which training affects succession planning and management

Table 3.12; Extent to which training affects succession planning and management

Response	Frequency	Percentage
Very High	14	31
High	15	33
Moderately	10	22
Poorly	6	14
<b>Total</b>	<b>45</b>	<b>100</b>

Figure 3.11; Extent to which training affects succession planning and management



From table 3.13 and figure 3.13, 31% of the respondents indicated that training affects succession planning and management, 33% indicated high, 22% indicated moderately while 14% represented poorly.

3.2 Summary of Data Analysis

Qualitative analysis helped in analyzing information from the study which was providing further explanation of the qualitative data provided by the respondents. These enabled the researcher to come up with useful conclusions and recommendations of the problem in question regarding succession.

### **3.2.1 General Information**

The findings indicated the response rate where 75% of the respondents returned the questionnaires while 25% of them did not. This indicated that majority of them responded. It was found that the organization has more male than female. The male responded by 56% which was the majority response. The minority was of female represented by 44%. The age bracket of the respondents indicated that the finding found out those 20-30 years were represented by 18%, 31-40 years by 60%, 41-50 years 13% while above 50 years was represented by 9%. The respondents indicated on the highest academic qualification where the response from the primary level was 9% while the response of secondary level was 22%. The majority response was of college level represented by 45%. Finally, there was response of 24% which responded the university level. It was indicated that the response of respondents work experience whereby the 22% represented less than five years, 27% represented 6-10 years, 11-15 years was represented by 40% and they the majority while above 15 years represented by 11%.

### **3.2.2 Organization Culture**

The finding indicated that 78% of the respondents felt that organization culture affects succession planning and management while 22% indicated that organization culture did not affect succession planning and management in private sector. However, 29% of the respondents indicated that organization culture affects succession planning and management in private sector to a very large extent, 42% indicated that it affected to a large extent, 16% indicated that it only affected to a small extent on the other hand a very small extent was represented by 13%.

### **3.2.3 Organization Policy**

The findings indicated the effect of organization policy on succession planning and management where 62% of the respondents indicated that organization policy affected succession planning and management while 38% had the opinion that it does not affect the organization. Meanwhile 7% of the total respondents were of the opinion that it affects at a very high extent, 40% high, 33% average and 20% low.

### **3.2.4 Management Style**

It indicated the effect of management style on succession planning and management where 78% of the respondents indicated yes it does affect while 22% of them disagreed that management style has no affect. On the other hand, 38% indicated very high extent, 28% high, and 18% moderately and 16% of them indicated poorly.

### **3.2.5 Training**

The findings indicated that 74% of the respondents showed that training affected succession planning and management in private sector while 26% were of the opinion that it did not

affect at all. However, 31% of the respondents indicated very high, 33% indicated high, 22% indicated moderately and 14% poorly represented the extent to which training affects succession planning and management.

## **4.0. CONCLUSION AND RECOMMENDATIONS**

### **4.1. Conclusions**

Culture also defines how things should be done, who to do them and how they should be done. A rigid culture denies the employees the opportunity of performance hence reduces organizational performance. However, it is believed that a flexible culture is more satisfying and enhances the effective realization of employee's effort and in the end leads to employee's satisfaction and improved performance.

From the study findings, the researcher found that employee affects an organization's management system. Appropriate employee training programs will increase the knowledge and skills of employees. Training will bridge the gap between the job requirements and present competence of an employee. Training will become necessary for employees promoted to higher level jobs. They should be trained in order to take up their higher responsibilities.

Management style allows for the freedom during the allocation of responsibilities for different functions and processes to different entities such as the branch, department, workgroup and individual. Organization policy is very important factor to the operations of the organization thus it has a direct effect to organization. The management should invest more funds to improve the welfare facilities in the organization to enable employees to improve on their services delivery to their clients and also increase competitiveness of the organization.

### **4.2 Recommendations**

Succession planning means identifying internal employees who will step into a leadership role if a vacancy occurs. Often it is just senior level executives whose successor is identified, but it is worthwhile to identify individuals to fill middle management and fringe roles as well. If done correctly, this will ensure employees are developed and the organization will not suffer if a key leader leaves the organization. Providing feedback and encouragement to potential successors is an important step in the whole planning process;

#### **4.2.1 Organization Culture**

Culture may also describe the mode of relationship between employees and their colleagues, senior management and other subordinate staff. A good relationship enhances teambuilding, corporation, and collaboration which are the necessities of production and productivity of employees. Co-ordination enhances quality performance and produce readily available solution to any problem in the organization whether managerial or otherwise.

#### **4.2.2 Training**

Employee training should be enhanced to improve on the performance of the employees through taking them to

seminars or holding workshops for them to learn more on the necessary operation pertaining the wellbeing of the organization. If done properly, employees will be able to step into vacancies left by departing leaders. This quick response prevents the company from being vulnerable during transition as well as making change far less tumultuous on everyone.

#### 4.2.3 Organization Policy

Managers should seek for ways of crafting policies that are meant to drive the organization in the right direction with clear rules and regulations that will guide them on a day to day basis. This also ensures that every employee adheres to the laid down guidelines.

#### 4.2.4. Management Style

Succession planning must have the support and backing of the company's senior level management and the human resources department. One meeting to identify candidates is not enough to ensure proper succession occurs. It is necessary to have management style in place to identify needed competencies, necessary candidates and a plan to combine the two. It is necessary if a potential candidate moves into another position or out of the organization. Each time this happens start the succession planning process from the beginning. Management style also describes the way the manager's use different styles when carrying out their activities, this will in turn determine the modes in which the organization operates and performs and also it recommended that a manager should not be rigid to changes that may be implemented to improve performance.

#### 4.3 Suggestion for Further Study

It was suggested that the organization should carry more investigation which help the company in future to get more information and how to improve on their service delivery and satisfying their clients as well as the employees of the organization. It was also suggested that proper measures that encourage succession planning and management should be considered and put in place in order to ensure smooth transitions.

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