

**INFLUENCE OF SUCCESSION PLANNING PRACTICES ON
PERFORMANCE OF SELECTED HEALTH SERVICE NON-
GOVERNMENTAL ORGANIZATIONS IN WINAM DIVISION, KISUMU
COUNTY, KENYA.**

BY

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DECLARATION

This project report is my original work and has never been presented for a degree or any award in any other University.

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DEDICATION

This project report is dedicated to my sister JanepherOtieno. Her inspiration and encouragement has kept me going on in my intellectual journey.

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LIST OF ABBREVIATIONS AND ACRONYMS

ED	Executive Director
EEO	Equal Employment Opportunity
HRM	Human Resource Management
HRP	Human Resource Planning
MBO	Management by Objectives
NGO	Non Governmental Organization
NPO	Non Profit Organization
ROI	Return on Investment
UN	United Nations

ABSTRACT

Non-governmental organizations in Kenya today are constantly filling up management and top leadership positions. The succession process is probably the most crucial and critical phase in the lifecycle of an organization. The future performance of any company is dependent on the thoroughness and vigour of succession planning. When long term employees leave, they take with them a wealth of knowledge that cannot be learned simply by reading a manual. The transfer of knowledge and experience needs to happen before they leave. The purpose of this study therefore was to establish the influence of succession planning practices on performance of selected health service NGOs in Winam Division of Kisumu County, Kenya. The objectives of the study were to determine the extent to which human resource planning practices influence organizational performance, to assess how career development practices influence organizational performance and to examine the impact of employee performance appraisal on organizational performance of selected health service NGOs in Winam division of Kisumu County. The study adopted a descriptive survey research design. The target population consisted of general and management staff of nine NGOs with a total of 480 employees. A sample size of 214 employees was drawn from the population. The study used purposive and stratified sampling to sample nine NGOs from which simple random sampling was used to get the sample size. Data was collected from participants using a structured, pretested self-administered questionnaire for both general and management staff. Quantitative data was analyzed in form of descriptive statistics (frequencies, percentages, mean, and range) using Statistical Package for Social Science (SPSS) computer software version 19 and presented in textual form and tables. Open ended questions were analyzed qualitatively through content and context analysis; the researcher read through the responses, identified key themes and generated discussions around them. Regression analysis was used to establish the influence of succession planning practices on organizational performance. The study found that there is a significant and a strong positive relationship ($r=0.794$) between human resource planning practices and performance of health service NGOs in Winam Division $\chi^2(4,204) = 173.290$, $p = 0.000$. The study also established that there is a significant relationship between career development practices and performance of health service NGOs in Winam Division $\chi^2(6,204) = 106746$, $p = 0.000$. The relationship is positive and is fairly strong ($r=0.523$). The study further established that there is a significant relationship between employee performance appraisal and performance of health service NGOs in Winam $\chi^2(4,204) = 38.751$, $p = 0.000$, it was found that the relationship was a positive one but very weak ($r=0.014$). The researcher concludes that human resource planning, career development and performance appraisals are key in enhancing organizational performance. The study recommends that: there is need for the NGOs to have well documented human resource plans as well as mechanisms to operationalize them, there is need for top management to be sensitized on the potential influence of human resource planning and organizational performance to win their commitment and support, there is need for the NGOs to develop career development guidelines and have each and every employee develop meaningful individual accountability plans and that organizations should support their employees in identifying their learning needs and goals and selecting suitable learning strategies. This study would be significant to organizations in assessing and evaluating their current HR management policies and practices, identifying gaps and developing solutions to fill those gaps.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Succession planning is a deliberate and systematic effort by an organization to ensure leadership continuity in key positions, retain and develop intellectual and knowledge capital for the future, and encourage individual advancement. It is a process that helps to ensure the stability and tenure of personnel. It is 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, 2005).

The notion of succession planning ranges from any efforts to plan for top management succession to an expansive view of systematic internal talent development (Froelich, McKee, & Rathge, 2011). Santora and Sarros's (2001) define succession planning as the process which plans organizational transference from one Chief Executive Officer/executive director to another and it involves the selection and appointment of either an insider or an outsider.

A 2004 survey of 711 human resource managers found that although 80 percent of the managers believed that succession planning was critical, less than half of their companies had a succession plan in progress (Taylor & McGraw, 2004). Research has shown that executives are reluctant to plan for succession for multiple reasons such as: fear of retirement, fear of the unknown, fear of losing control, fear of death, lack of interests outside of work, and a strong sense of personal attachment to the company (Ibrahim, *et al*, 2001; Handler & Kram, 1988).

Succession is no longer just about replacing key executives. Successful succession management comprises strategic talent management, in which an organization ensures it has the global human capital to perpetually adapt, respond, and succeed in an evolving business environment. It focuses on key talent pools regardless of leadership level whose performance makes the organization effective in the marketplace. Strategic talent management embraces selection, development, and performance to recognize potential and keep a steady supply of people moving up and across the organization. Statistics show that an overwhelming number of organizations do not have a meaningful succession plan. In fact, 50 percent of organizations with revenues greater than \$500 million do not have a working succession plan (Personnel Decisions International Corporation, 2011)

The social and political nature of the non-profit sector in any country adds more variance to understanding the complex phenomena of succession planning. Succession planning has attracted both scholarly research from a wide array of disciplines and heavy attention in the popular press in the last two decades (Giambatista, Rowe, & Riaz, 2005; Kesner & Sebor, 2006).

Few non-profit organizations have prepared their successors. A great many non-profits have not yet developed professional management. Tierney (2006) provides significant data on the projected departure of non-profit executives and adds that the quality of executive leadership is the single greatest factor in predicting the future success of an organization. It follows then that developing and recruiting top executive leadership is one of the greatest priorities for the non-profit sector. If Tierney (2006) is correct in his assumptions about the number of departing non-profit executives, then several questions emerge about non-profit succession. Primary among them are: Do non-profits plan for succession? Who are these replacements: insiders or outsiders? What role do non-profit boards play in executive succession? (Santora, Sarros, & Bauer, 2008). Furthermore, executive succession issues need further investigation in U.S. and non-U.S. non-profit contexts.

Santora *et al.*, (2009), sought to investigate executive succession in non-profits in selected countries to determine their similarities and differences in executive succession practices, and to discover ways in which non-profits operate at the board-executive level on a range of related issues. The survey was conducted in nine countries: five in Europe (France, Germany, Italy, Portugal, and the United Kingdom); one in North America (the United States); one in Latin America (Brazil); and two in the Asia-Pacific area (Australia and Singapore). The overall purpose was to provide benchmark data on succession issues in Non-Profit Organizations/NGOs as they relate to key organizational and strategic imperatives.

Data on succession issues have also been collected in other countries, including Brazil and Chile (Comini & Fischer, 2009; Koljatic & Silva, 2007). Comini, Paolino, and Feitosa focused on executive directors of Brazilian NGOs and the difficulties they face. Based on 124 responses from Brazilian third sector organizations (concentrated in the areas of education, citizenship, and advocacy for children and young people), they found that of the non-profits founded in the 1990s, 60% did not have a succession plan compared to almost 90% of the non-profits founded in the late 1970s. Clearly, things are improving in Brazilian nonprofits, but more diligence is needed.

Bassi surveyed 200 Italian nonprofits (NPOs) selected from social cooperatives, foundations, and pro-social associations regarding executive succession and found significant differences between the three types of organizations. While overall, 60% of the surveyed NPOs did not have a succession plan, nearly two-thirds of the associations had succession plans and less than one-third of the social cooperatives did. These differences can largely be attributed to historical and cultural reasons. The newer types of NPOs in Italy have much work to do on succession, and Bassi suggests that similar studies in other countries can help determine commonalities.

In Kenya, a recent study done by Christian Organizations and Nongovernmental organizations pointed out that; every organization will lose key or high performing staff at all levels for all kinds of reasons: family, promotion, external calls, resignations and even sudden death. Succession management that has become recently very fashionable is about making provisions for the replacement of such staff in an intentional manner by a concerned management. Key to effective succession management is thinking ahead as fundamental management principle and practice (Christian Organization Research and Advisory Trust of Africa, (2010).

Non-governmental organizations in Kenya today are constantly filling up management and top leadership positions. On the basis of some evidence, Hislop (2005) reviewed business succession planning and evidenced concerns related to planning for succession as seen to feature heavily in industries as diverse as those of business and even non-business contexts in other parts of the world with the assertion that a sizeable proportion of businesses lack adequate succession plans. However, the findings of their study only prompt key areas for future research, and help to contextualize the topic for any potential new developments in succession planning. Recent studies by Anjai (2010) in the journal of science and arts pointed out that; it is estimated that by the year 2011, most global organizations will lose 40 percent of their top executives, leaving a vacuum that has to be filled. While it may not have received as much attention in the general management literature as one might expect, it is unarguably a critical issue for any corporation, team, or individual, to consider how it plans for the future. This is further evidenced with numerous positions advertised to be filled up. Despite this urgent need of succession planning, it has not been fully embraced especially by the non-governmental organizations. This is a clear indication that succession plans are inescapable as organization's keep to struggle with creating a formal process aimed at identifying, developing and retaining high potential pool of workforce within the organization to maintain organization performance that allow smooth transmission of responsibilities (CO & NGO, 2010).

According to Richard *et al.* (2009), organizational performance encompasses three specific areas of firm outcomes that included those components as: financial performance (e.g. shareholder return) customer service social responsibility (e.g. corporate citizenship, community outreach) and employee stewardship among others. Past studies have used financial and non financial metrics to measure organizational performance. The financial measures include profit, sales, and market share. Non-financial measures include productivity, quality, efficiency, and the attitudinal and behavioural measures such as commitment, intention to quit, and satisfaction (Dyer and Reeves, 1995).

As integral contribution, Rothwell *et al.* (2005) suggested that succession planning yields the following benefits; enables the organization to assess its talent needs by establishing competency models or job descriptions; allows leaders to identify, and tap in record time, key people who are available to fill critical work functions; provides avenues for present and future succession planning and discussions about how to develop talent; defines career pathways through an organization; provides for a higher return on investment from employees; and leads to the appropriate promotion and pre-selection for people to meet organizational goals.

Succession planning can greatly reduce the skills gap within companies as management can identify potential gaps and recruit or develop employees. The American Society for Training & Development defines the skills gap as, “the point at which an organization can no longer grow or remain competitive because it cannot fill critical jobs with employees who have the right knowledge, skills and abilities. It is evident that organizations will always experience a skills gap if they do not stay ahead of shifting conditions in their environment and changing expectations from their constituents, shareholders or customers. An unprepared workforce can hamper the performance and growth of an organization (Galagan, 2010).

1.2 Statement of the problem

Though organizations are increasingly acknowledging the critical role of succession planning prior to exit of executives, few have plans in place to guide them through the process and as a result decline in organizational performance has often been realized during transition (Austin & Salkowitz, 2009; Bell, Moyers, & Wolfred, 2006; Garman & Glawe, 2004; Santora, 2004; Santora, Caro, & Sarros, 2007). Non-governmental organizations are perceived to have lagged behind in institutionalizing succession plans as part of their strategies to deal with the aforementioned transition and therefore risk losing experience, information and identity in the long run (Rothwel, 2011).

Although research has established the importance of proper succession planning (Leibman, Bruer & Maki, 1996), many firms continue to operate without a formal succession plan. Recent studies by Anjai (2010), pointed out that it is estimated that by the year 2011, most global organizations would lose 40 percent of their top executives, leaving a vacuum that had to be filled. While it may not have received as much attention in the general management literature as one might expect, it is unarguably a critical issue for any corporation, team, or individual, to consider how it plans for the future. This is further evidenced with numerous positions advertised to be filled up.

Despite this urgent need for succession planning, it has not been fully embraced especially by nongovernmental organizations. This is a clear indication that succession plans are unavoidable as organizations keep to struggle with creating a formal process aimed at identifying, developing and retaining a high potential pool of workforce within the organization to maintain organization performance that allow smooth transmission of responsibilities. Succession planning as practiced by an organization therefore becomes critical to enhance a seamless performance management within an organization (CO & NGO, 2010). This study therefore sought to contribute to the body of knowledge by integrating the theories and available evidence to offer a detailed and informed insight into the current state of practice of succession planning by Nongovernmental organizations to enhance organization success. It is against this background that the study sought to establish the influence of succession planning practices on performance of selected non-governmental organizations involved in provision of health services in Winam division of Kisumu County, Kenya.

1.3 Purpose of the Study

The purpose of this study was to establish the influence of succession planning practices on performance of selected health service non-governmental organizations in Winam division of Kisumu County, Kenya

1.4 Research Objectives

This study was guided by the following objectives:

1. To determine the extent to which human resource planning practices influence performance of selected health service non-governmental organizations in Winam division of Kisumu county
2. To assess how career development practices influence performance of selected health service non-governmental organizations in Winam division of Kisumu county
3. To examine the impact of employee performance appraisal on performance of selected health service non-governmental organizations in Winam division of Kisumu county

1.5 Research Questions

The study was guided by the following research questions

1. To what extent do Human resource planning practices influence performance of selected health service non-governmental organizations in Winam division of Kisumu County?
2. How do career development practices influence performance of selected health service non-governmental organizations in Winam division of Kisumu County?
3. What is the impact of employee performance appraisal on performance of selected health service non-governmental organizations in Winam division of Kisumu County?

1.6 Study Hypotheses

The study tested the following null hypotheses:

1. H_0 : There is no significant relationship between human resource planning practices and performance of selected health service non-governmental organizations in Winam division of Kisumu county
2. H_0 : There is no significant relationship between career development practices and performance of selected health service non-governmental organizations in Winam division of Kisumu county
3. H_0 : There is no significant relationship between employee performance appraisal and performance of selected health service non-governmental organizations in Winam division of Kisumu county

1.7 Significance of the study

This study is significant in various ways; first to the researcher as a prerequisite in fulfilling the requirement for the award of the degree of Master of Arts in project planning and management of the University of Nairobi.

Second to organizations in assessing and evaluating their current HR management policies and practices, identifying gaps and developing solutions to filling those gaps. Succession planning, when aligned with organization needs, can be used as a key element of a human resource strategy to build customized, proactive career development for talented individuals who can properly fill the gaps left by other employees. Clearly defined criteria for advancement, linked with concrete development opportunities that are aligned with corporate culture, provide employees with an unambiguous indication of what the organization values and rewards in terms of job satisfaction and career progression.

The study would further help management staff in identifying where their skills and knowledge to implement effective HR management policies and practices may be limited or missing and to monitor if those policies and practices are implemented thoroughly and effectively. It would be helpful to current and future employees in assessing how the organization supports their work and careers.

To NGO partner organizations, this study would provide important information useful in gauging the sustainability and effectiveness of their partners and also act as a basis for providing a clear link to the public and the community to understand how a nonprofit organization works with their employees to achieve results.

The study would also contribute to the body of knowledge by bridging the gap in literature in the area of Succession planning especially in the NGO sector.

1.8 Basic assumptions of the study

The study relied on the following assumption; that the respondents would be honest and truthful in giving their responses, that participants would respond to all the questions, that all the questionnaires would be returned and finally that all factors that might interfere with the research exercise for example weather conditions would be constant.

1.9 Limitations of the study

The study was influenced by factors like time constraints on the part of managers; the interviewers left behind questionnaires for managers to fill at their own convenience and picked them after two days. There was also unwillingness on the part of some participants to openly talk about management issues such as succession planning in fear of losing their jobs. The purpose of the study was explained to participants in detail and confidentiality assured to all the participants. The researcher strived to develop a good rapport with respondents so as to eliminate any suspicion.

1.10 Delimitation of the study

The study was delimited to selected health service NGOs in Winam division of Kisumu County. This is because Kisumu city being the third largest city in Kenya and the largest and only City within western region is amongst the counties with the highest number of NGOs. The study area ensured very little influence of the extraneous factors like inaccessibility, time and financial resources among others.

1.11 Definition of significant terms

Succession Planning- Succession planning is the process of identifying the key leadership positions within each department and developing employees within state government as well as private organizations to assume these positions. It is a comprehensive plan to address both current and future leadership needs while maintaining the existing merit principles. The right leadership at the right place at the right time with the right skills.

Organization Performance- An analysis of non- governmental organizations as compared to goals and objective of filling the gaps left by other employees who have left the organization for whatever reason. Past studies have used financial and non-financial metrics to measure organizational performance. The financial measures include profit, sales, and market share.

Non-financial measures include productivity, quality, efficiency, and the attitudinal and behavioural measures such as commitment, intention to quit, and satisfaction.

Human resource planning - The ongoing process of systematic planning to achieve optimum use of an organization's most valuable asset - its human resources. It's the process of anticipating and making provision for the movement of people into, within and out of the organization.

Career development – This is when individuals manage their careers within and between organizations.

Performance Appraisal -A performance appraisal is an evaluation and grading exercise undertaken by an organization on all its employees either at times or annually, on the outcomes of performances based on the job content, job requirement, and personal behavior in the position so as to determine who needs what training, and who will be promoted, demoted, retained, or fired.

Organization Structure- Organization structure refers to the way in which organization's activities are divided, organized, and coordinated.

Training- Training is the systematic modification of behavior through learning which occurs as a result of education, development and planned experience.

Non-governmental organization- A non-governmental organization (NGO) is any non-profit, voluntary citizens' group which is organized on a local, national or international level.

1.12 Organization of the study

This project report is organized into five chapters. Chapter one is the introduction and presents the general background of the study, statement of the problem, research objectives and questions, significance of the study, limitations and delimitations of the study, basic study assumptions, and operational definitions of key terms used in the study.

Chapter two presents literature review related to the study. It particularly concentrates on four thematic areas based on the research objectives, theoretical and conceptual frameworks on which the study is based and also gives a summary of the literature reviewed.

Chapter three describes the research methodology. This includes introduction, research design, target population, sample size and sampling procedures, validity and reliability of research instruments, data collection procedures, data analysis techniques and ethical consideration.

Chapter four presents data analysis results, interprets the findings of the study and discusses the findings in light with earlier findings. The analysis, presentations, interpretations and discussions of the findings are in accordance with the three objectives of the study.

Chapter five presents a summary of the findings of the main study, conclusions, recommendations arrived at and contribution to knowledge base. It also gives suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter covers literature related to the study and is particularly based on four thematic areas and their influence on performance of NGOs, namely; the concept of succession planning, Human resource planning practices, career development practices and employee performance appraisal practices. The chapter further presents the theoretical and conceptual framework on which the study is based as well as a summary of the literature reviewed.

2.1 The concept of succession planning

Succession planning has the potential to be one of the major business issues of the coming decade. The demographic reality is that organizations will have a shrinking pool of labor from which to draw on, which will impact operations at all levels, from the receptionist to the CEO. It is this reality that has pushed succession planning – an important issue in normal times to the forefront (Brent, 2013).

Different authors have defined succession planning in various ways. Couch (2013) defines succession planning as a deliberate and systematic effort to identify leadership requirements, identify pools of high-potential candidates at all levels, accelerate the development of mission-critical leadership competencies in the candidates through intentional development, select leaders from the candidate pools for pivotal roles and then, regularly measure progress. According to Hills (2009), Succession planning is about more than filling the top spots. It is a smart talent management strategy that can drive retention of talent throughout the organization and make sure that the organization has the skills it needs in place, or on hand, to respond to the rapidly shifting sands that make up today's business environment.

The purpose of succession related practices is to ensure that there are ready successors to key positions in an organization. This is so that employee turnover will not negatively affect organization performance. Interest in succession has been increasing over the past few years. This has been spurred by demographic projections, such as those indicating that the number of workers aged 55 and older will increase to 47% by 2010. Succession management aims at identifying and developing high

potentials so that when a vacancy occurs in a key position, the organization has a ready pool of candidates. Typically, a talent pool or leadership pipeline is created at most or all management levels. Sometimes, organizations will include critical individual contributor positions as well. However, special attention is usually given to those at mid-senior levels (Kahnweiler, 2011). One of the most important aims of succession-planning program is to maintain talent by keeping employees motivated and engaged. Effective succession planning system can help talented people to move their tracks faster and more appropriate thereby influencing organization positively (Harter, 2008).

In 1997, consultants at McKinsey & Company released the now famous book, *The War for Talent*. In it they argued that during both good and bad economic times, talent is critical to the success of an organization. Through extensive research involving hundreds of companies and thousands of executives, they concluded that companies that do a better job of attracting, developing, and retaining highly talented managers had higher returns for shareholders. If a war for talent existed in the 1990s, the situation can only become more competitive as the labor market stops growing and ages (Brent, 2013).

For an effective succession planning to take effect, there should be full support from the top management. One of the biggest challenges of succession planning is the unwillingness of top managers to train the junior staff. This is because; those trained pose a threat to the very existence of the senior management. Also, the general staff must support the efforts and the activities of succession planning (Hills, 2009). Staff who are unwilling to be trained to take up new and superior tasks may jeopardize the efforts and spirit of succession planning in the organization. Some of the other factors that may influence succession planning are; measuring the performance, determining the performance which is needed for the future, assessing the potential, establishing a way to narrow the gaps, following up, documenting competence, making and maintaining rewards for developing people, evaluating results and leading from the front (Marreli,2010). Mehrabani and Mohamad, (2011) studied on factors that influence the implementation of the succession planning system in Iran's private Banks, the following factors were found paramount in descending order; training, management support, clarifying the career path, creating positive vision, strong organizational culture, technology advancement, flat structure and financial conditions.

Distribution of age of the workforce and the educational level attainment of the population should be taken into consideration by organizations regarding manpower planning, which can help in high

levels of succession planning adoption. However, it is often said that insufficient or unqualified workforce in organization is as serious as scarcity of raw materials in production.

Similarly, it has been argued that investment in manpower is as equally important as in acquisition of plants, equipment and materials for organizational growth and survival. Some organizations were forced to reschedule their plans for expansion due to their inability to procure the needed human resources; while some companies experienced high manpower planning errors, poor product, lower level of efficiency and poor service quality simply because they failed to anticipate the basic manpower requirement for their organizations (Judge, Erez, Bono and Thoresen, 2003).

Succession planning is different from replacement planning. It does not focus on finding internal backups from within departments; rather, it examines the needs by level (such as the move from middle to senior manager). All talent at each level is 'pooled'. Talent pools are thus defined as all people who are considered promotable to the next level up on the organization chart regardless of department. When need is great – such as may occur when all members of a group (like senior executives) are at or near retirement age – then a special focus may be placed on accelerating the development of the talent pool. Such a group, targeted for faster development, is called an acceleration pool (Byham, 2002). All individuals who signal interest in being considered for promotion are placed in a talent pool. It is thus important to integrate individual career planning and succession planning (Rothwell *et al.*, 2005). The organization commits to develop all who express interest in promotion – and that is by no means everyone. But organizational leaders manage expectations by indicating that when a vacancy occurs, the best applicant to meet the organization's needs will be chosen – and that may mean someone from outside the organization.

There is a need to broaden succession planning to a wider group of positions, which entails identifying those employees who have the skills to fill key positions within different managements in the organization (Jackson Jr, Hollmann&Gallan, 2006). Succession planning may be informal or formal. If it is informal, it typically involves an individual manager identifying and grooming his or her replacement. If it is formal, it takes organization wide needs and plans into account. It identifies candidates for key positions and also plans for their development in order to increase their potential for successful advancement (Leibowitz *et al.* 1986, cited in Jackson Jr, Hollmann&Gallan, 2006).

(Santora *et al.* 2011) identified three dominant themes in the nonprofit literature: most nonprofits have historically failed to develop a succession plan; nonprofits are ill prepared for succession; and there is

a major, dramatic leadership crisis in nonprofit organizations. The literature reveals a gap between the importance of succession planning and the viability of a nonprofit. These three intertwined themes are even more troubling given the economic recession, which has sharpened the importance of nonprofits in society. (Kahnweiler, 2011) highlights the following paradox: while NPOs' financial resources have become scarcer due to decreased funding, "the worldwide recession has resulted in more people needing more services delivered by NPOs than ever before". Many NPOs' missions entail long-standing and complex problems. These missions require long-term funding, which is usually rare. Thus, many NPOs have become accustomed to planning and improvising along the way.

Although executive directors have major influence on the viability and, ultimately, on the success of their organization, there has been limited research focused on either nonprofit executive directors or executive transition processes (Froelichet *al.*, 2011). Kesner and Sebor (2006) argue that four factors, which revolve mainly around the central figure of the Executive director, (ED) account for the scarcity of succession planning: (a) the special nature of the ED role, (b) the infrequency of ED succession, (c) the high-profile nature of ED succession, (d) and the role of EDs themselves in decision-making processes regarding their own departure from the organization. In this context, Sorenson (2004) raises an interesting explanation: "Succession planning is a bit like estate planning, often neglected in the face of taboos surrounding death".

Scholars such as Bell, Moyers, & Wolfred (2006), point to the influence of the board of directors on executive tenure planning in a nonprofit. Other factors, including legal and financial considerations, also affect recruitment of executive directors (Renz, 2010). Succession planning is important because it not only influences the performance of an organization, but also determines its survival. Many companies have been destroyed by the lack of succession planning. Several have been significantly set back strategically because of their poor succession planning procedures (Gupta and Snyder, 2009).

An organization's success depends heavily on its ability to adapt to its environment and its ability to tie people into their roles in the organization, conduct its transformative process, and manage its operations (Armstrong, 2006). Studies have showed empirical evidence that demonstrated a linkage between a firm's human resource management (HRM) practices and performance.

A number of studies have applied different ways to measure organizational performance. Steer (1975) reviewed 17 organizational effectiveness models, integrated these measurements of organizational

performance from various studies, and generalized these measurements into three dimensions: financial performance, business performance and organization effectiveness. Delaney and Huselid (1996) suggested two ways to assess Organizational performance: Organizational performance and market performance. According to Delaney and Huselid (1996) Organizational performance is concerned with product or service quality, product or service innovation, employee attraction, employee retention, customer satisfaction, management/employee relation and employee relation while market performance is concerned with organizational marketing ability, total growth in sale, and total profitability.

Financial and non-financial metrics have been used to measure organizational performance. This study will be concerned with non-financial metrics. According to Dyer and Reeves (1995) non-financial measures include productivity, quality, efficiency, attitudinal and behavioural measures such as commitment, intention to quit, and satisfaction. In order to study organizational performance, this study will focus on organizational effectiveness and organizational efficiency.

Obaga (2010) did a study on the effects of succession management on service delivery in the ministry of Water and Irrigation in Kenya and found that career planning is an important aspect in service delivery. He found out that career planning affects recruitment, succession planning, compensation and executive development. The findings indicate that the mean performance was 27.4762: This indicated that 68% of the respondents agreed that career planning improves service delivery for an employee in the Ministry.

Neetha (2011), did a study on the succession planning and its impact on organizational performance in the it sector in India and established that the relationship between practice of succession planning and organizational performance found to be positive in it consultancy groups and it product/research groups. Australian Public Service Commission (2002) established that, institutions that observe the implementation of succession management is most likely to achieve high levels of service delivery effectiveness.

2.2 Human resource planning and organizational performance

According to Rothwell(2005), the succession process is a systematic effort by an organization to ensure its continuity, maintain and develop new skills, and leverage its development, taking a strategic view of what is desired for the future. Its main objectives are aligning the current talents with the leaders needed in the future, overcoming strategic and operational challenges with the right people at different times, and ensuring the continuity of the organizational memory and culture. This desire for self-perpetuation is a major factor of a successful process of succession and continuity. At first, it translates into the founder's desire for the "creature" to outlive the creator. Later, in future transitions, there should be awareness that this is a constantly evolving process that does not depend on only one individual. Rothwell, therefore, proposes a step-by-step model for establishing and maintaining a systematic succession planning program.

The proposed steps seem obvious and simple. However, the complexity lies in its implementation. According to Gersick, Davis, Hampton, and Lansberg (2006), the process is complex because it implicitly incorporates two situations: succession and continuity. Succession reflects the sequential aspect of the transition, when one situation must end and be "succeeded" by another. Continuity refers to the aspect of the present world that needs to be preserved in the new era. Both, with the proper balance, are necessary to minimize the negative consequences of the transition of leaders or founders. Popoff (1997) proposes that succession planning should be a core value in organizational culture through the development of persons with the primary responsibility of the leaders or founders.

Succession planning strives to achieve exponential growth and benefit from a team of personnel, with the promise of developing and advancing one well qualified high potentials on the team. Succession planning allows for the identification and development of multiple potential candidates at each level of the organization. Unfortunately, despite cautions, succession planning appears to be left to chance in many organizations (Rue & Ibrahim, 1996).

The HR plays a very critical role of the planning of organizational structures, as such a flat structure is ideal as it influences succession planning since it allows better communication and easier knowledge sharing in the organizations, which are parameters that would greatly help in implementation of succession planning (Meharabani& Mohamed, 2011).

Succession planning and management necessitates a strategic and systematic approach to identify, develop and retain talent for those key positions that are in line with current and projected business objectives (Treasury Board of Canada Secretariat, 2007).

When it comes to executive succession issues, nonprofits have had a lot of HR planning challenges. For example, most nonprofits do not plan for executive succession, have boards of directors who make executive succession a priority, or have an internal staff with the capacity or the desire to lead their organizations. Many nonprofit organizations also have high executive turnover rates, which further complicates matters and can unfortunately lead to major disruptions in the delivery of human services to needy constituents (Santora&Sarros, 2001).

Human Resource planning enables an organization to conduct succession planning by systematically determining the future management needs of the organization and developing high potential employees to meet those needs (Mondy *et al.*, 2003). It is not predetermining who will be promoted into a specific position, but a method of ensuring that the organization will have individuals who are ready to fill key positions when they occur. Succession planning should be integrated into the organization's business strategy (Rothwell *et al.*, 2005).

According to Byham (2001), succession planning through human resource management has not been able to empirically demonstrate success in the retention of talented staff and effective replacement of departing senior management. Therefore, this and its lack of face validity led many organizations to discontinue its implementation. The contemporary Succession planning was subsequently developed in an attempt to overcome the shortcomings of succession planning and to align with strategic business drivers. More specifically; the goal of succession management was to come up with a systematic process that could objectively and effectively respond to contemporary business imperatives such as organizational restructures, team based work systems, diversity issues, global outsourcing, and talent shortages (Armstrong, 2009).

Given the benefits of succession planning in an organization it is imperative that an organization implements it in order to attract and retain skilled talent in the work force. (Rioux and Benthall) argue that succession planning is a process whose implementation calls for the support from the top management and the provision of infrastructure to support its effectiveness.

This is mainly through organizational support in the identification of the candidates and training needs assessment, setting up succession management goals, management plan, and carrying out continuous training and development (Rioux&Benthal).

HR Planning involves gathering of information, making objectives, and making decisions to enable the organization achieve its objectives. Surprisingly, this aspect of HR is one of the most neglected in the HR field. HR have an enormous task keeping pace with the all the changes and ensuring that the right people are available to the organization at the right time. It is changes to the composition of the workforce that force managers to pay attention to HR planning. The changes in composition of workforce not only influence the appointment of staff, but also the methods of selection, training, compensation and motivation. It becomes very critical when Organizations merge, plants are relocated, and activities are scaled down due to financial problems (Mondy *et al.* 2006).

Poor HR Planning and lack of it in the organization may result in huge costs and financial losses. It may result in staff posts taking long to be filled. This augment costs and hampers effective work performance because employees are requested to work unnecessary overtime and may not put more effort due to fatigue. If given more work this may stretch them beyond their limit and may cause unnecessary disruptions to the production of the Organization. Employees are put on a disadvantage because their live programmes are disrupted and they are not given the chance to plan for their career development. The most important reason why HR Planning should be managed and implemented is the costs involved. Because costs forms an important part of the Organizations budget, workforce planning enable the Organization to provide HR provision costs. When there is staff shortage, the organization should not just appoint discriminately, because of the costs implications of the other options, such as training and transferring of staff, have to be considered (Bowey, 2005).

Succession processes in any kind of organization are complex and often exhausting, even when planned. This is a critical time for ensuring the continuity of the organization. If the succession is not planned and organized, it runs the risk of future major conflicts between the successors and the staff who work in the organization. It is imperative to lay the groundwork that will regulate the succession process and prepare for changes to ensure the sustainability of the organization. (Comini& Fischer, 2009; Leone &Fernandes, 2006). By and large, succession refers to a very specific question: “Who will be the next leader of the organization?” This view, however, is too narrow; concerning oneself solely with answering this question will not guarantee the perpetuation of the organization. In order

for leadership to act effectively, there are many alignment actions that must occur first, particularly to make the founder aware that succession is a collective and complex process, involving diverse stakeholders of the organization, for building a respected and legitimate structure (Bernhoeft, 2006).

Tahrawi (2010) mentioned that some of the big organizations which are project-based and have projects on a continuous basis adopt clear strategies for human resource development in order to meet the work requirements. Although there is a good investment in human resources in NGOs, it is considered low due to the financial limitations. As most of the NGOs do not have human resource management (HRM) division and such functions are managed by the administrative, financial manager in the organization, or project coordinator who supervises the work on the field. Moreover, NGOs do not have the dedicated budget to attract qualified employees because it is easy to recruit many when needed due to the high supply and low demand in the market.

Harel and Tzafrir (1999), Li (2000) and Sang (2005) investigated empirically the effects of HRM practices on organizational performance. In Israel, Harel and Tzafrir (1999) found that human resources practices had positive relationship with firms' performance in public and private sectors. Li (2000) found that human resource management strategies; training, information sharing and participative management are helpful in promoting the organizational performance. Sang (2005) studied managers from Taiwan and Cambodia and concluded that workforce planning, staffing, compensation and incentives, teamwork, training, and employee security had a positive and significant influence on non-financial and financial dimensions of organizational performance.

Oluoch (2013) did a study on the influence of best human resource management practices on organizational performance. He established that human resource planning practices do not support succession planning. Oluoch found that the recruitment process is marred by long processes, interest, and ethnicity which stood at 46%, 24%, and 30% respectively characterized from the influential individuals within the organization. The organization as indicated employed the use of personal interview of employees at 100%, considering experience at 38%, performance at 26%, ethnic balance at 16%, and academic achievement at 20%.

Khalumba (2012) did a study on the influence of human resource management practices on financial performance of commercial banks in Kenya. His findings present a mean score of 2.94 which indicates that respondents agreed to a moderate extent that banks had an active career planning policy for its staff, a mean score of 2.20 indicates that respondents agreed to a less extent that banks career plans were linked to the overall human resource plans, a mean score of 2.69 indicates that respondents also agreed to a less extent that the bank was able to retain an appropriate number of desired and qualified staff at all times. The results indicate that lack of active career plans for bank staff hindered the banks employees from developing their careers and this contributed to increased level of staff turnover as most staff left the bank in search of career development opportunities. This resulted to loss of skilled manpower that was considered vital for the achievement of the banks' performance goals.

2.3 Career development and organizational performance

Succession planning involves career development; a process that prepares individuals for more senior positions in the corporate hierarchy. Its effectiveness is enhanced by the implementation of good succession plans which enable organizations to prepare successors of leadership positions by equipping them with the relevant skills and competencies required (Lamoureux, Campell& Smith, 2009).

A good succession planning system will look for talent both internally and externally according to Marreli (2010). The taking talent from outside is extremely advantageous especially if the organization stands to benefit in terms of new ideas or even new technology (Bayham, 2010). In order to remain successful a succession management implementation gives an organization competitive advantage over the others especially global organizations. A well designed succession program integrated to performance will act as a very important source of competitive advantage (Yaeger& Sorensen 2009). The succession planning process is also advantageous since the employees are exposed to development programs before being offered management position and this enhances both effectiveness and efficiency (Solomon, 2009).

Meharabani& Mohamed (2011) observed that training plans help employees to learn new skills and knowledge and therefore, give them new abilities that may be needed of them to take up new roles. Trained people are more empowered; therefore, they are available for any succession.

Another important career planning aspects is creating a positive vision which will help create a positive insight towards succession planning programs thus removing fear in employees who think succession planning is a threat to their positions in the organization. Maritim (2007) established that training and development programmes for staff influences effective organizational performance.

Froelichet *al.*, (2009) found that non-profit organizations are doing little in career development in preparation of succession planning yet they consider it important. Internal candidates are preferred in about half the organizations while about two-thirds report no viable internal candidate because sometimes undergo some form of career development in the organization. Moreover, extent and level of effort in leadership planning and development activities was not high. Finally, organizations rather strongly prefer their next chief executive to come from a similar type of organization.

Succession planning needs career development to be focused on senior management positions, starting at the top of the organization (with particular attention paid to CEO and/or managing director) and going at least six or seven levels down, so as to include middle management positions (Bleakley, 2006). It is doing all you can to ensure you have the right people in the right jobs at the right time (Hills, 2009).

Succession planning also involves attempt to plan for the right number and quality of managers and key-skilled employees to cover retirements, death, serious illness or promotion, and any new positions which may be created in future organization plans. According to Charan, Drotter and Noel (2001), succession planning is a process of identifying and developing internal people with the potential to fill key business leadership positions in the company. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available. They further postulated that effective succession or talent-pool management concerns itself with building a series of feeder groups up and down the entire leadership pipeline or progression.

Rothwellet *al.* (2005) observes that effective career planning ensures leadership continuity in an organization, that key positions retain and develop intellectual and knowledge capital and encourage advancement. Rothwellet *al.* acknowledge that in order to be effective succession planning must be proactive and anticipate changes in the business environment; but it also goes beyond that to include developing talent and building sufficient "bench strength" as well as preserve the organization's

institutional memory held by veteran workers (Poduch&Rothwell, 2004). Done correctly, succession planning can be a powerful tool to help organizations meet their human capital needs and achieve business objectives (International Personnel Management Association, 2002).

Frank and Taylor (2004), state that firms can protect their human capital from being eroded by making knowledge, skills and capabilities more unique and/or valuable by a so called make system, or internal system of human resource management, which comprises of comprehensive training, promotion-from within, developmental performance appraisal process, and skill based pay. Building on performance management systems, Frank and Taylor (2004) predict that in the future, employees will receive custom made responses to task or skill weaknesses continuously. Mitchell, Haltom and Lee (2001), state that although everyone cannot become organizational superstars they can push the limits of what they can accomplish. Therefore, organizations which embed development into their very core can attract more talent in the process of succession management, retain it longer and have better performance over the long run.

Succession planning is essentially talent management. An institution that practices succession planning identifies employees with talent and potential and gives them opportunities to develop this potential and gain additional skills, particularly managerial, supervisory, and leadership skills. Succession plans also prepare employees for positions that may not have direct managerial responsibilities; for example, highly specialized positions that require extensive training (Walker, 2011).

The 21st-century organization is more fluid and flexible, allowing more opportunity for individuals to pursue 'careers' of their own making. On the other hand, careers must be understood to be constrained by what is on offer by organizations and by society as a whole. Increased autonomy and personal responsibility for career development is coupled with increased complexity and fewer certainties. Thus people are both sculptors of their own career and sculpted by the organizations in which they are members. In the words of Evetts (2005) 'careers are normative in that they are constraining and limit choices of action. But careers are also cognitive in that they are understood, experienced and used.' It is said by postmodern thinkers that the career concept is a retrospective one, used by people in making sense of their past and their future in relation to the present. On this note, it is clear that the concept of career is not the property of any one epistemological, theoretical or disciplinary view. Whilst there is no absence of theory on careers, this literature has not been

exploited for career management in organizational contexts. Contemporary accent on individual rather than organizational responsibility for careers and on the skills of self-management has spawned a research agenda that has begun to explore the subjective basis for career success.

The concept of self is central to these considerations. It is generally agreed that organizations can and should facilitate career self-management, and correspondingly many companies are now realizing that development is a core business asset to be strategically managed (Noel, 2001).

It demonstrates how the subjective face of careers is becoming more relevant in the face of less opportunity for careers in the objective and upward sense. Objective notions of career still tend to predominate in people's perceptions of what constitutes success, but changes are evident insofar as more protean alternatives are being contemplated and pursued, open to everyone, not just managers. The workplace is increasingly being recognized as a place of diversity, an opportunity for growth and development amidst a climate of continual change. Life-span and life-space considerations of career for both men and women alike are also coming to the fore as a means of understanding the career concept in the context of many different 'interfaces' (organization and individual, workplace and family) (Evetts, 2005).

Executive succession in nonprofit organizations has received some attention in recent years; for example Santora, Sarros, & Bauer, 2008). Major literature reviews (e.g., Giambatista, Rowe, & Riaz, 2005; Kesner & Sebor, 2006) have revealed inconsistent or mixed findings about how the succession process operates. Moreover, for the most part, executive succession in nonprofit human service organizations has focused on the findings of regional surveys (e.g., Cornelius, Moyers, & Bell, 2011; Froelich, McKee, & Rathge, 2011) and the use of the case method (Santora & Sarros, 2005, 2007; Santora, Sarros, & Esposito, 2013). Such research suggests that when it comes to executive succession issues, nonprofits have some major challenges. For example, most nonprofits do not plan for executive succession, have boards of directors who make executive succession a priority, or have an internal staff with the capacity or the desire to lead their organizations (Santora, Caro, & Sarros, 2007; Santora & Sarros, 2001). Many nonprofit organizations also have high executive turnover rates, which further complicates matters and can unfortunately lead to major disruptions in the delivery of human services to needy constituents (Santora, Clemens, & Sarros, 2007).

In Kenya, several studies have been carried out on human resource development and organizational performance. Maritim (2007) studied training and development programmes and their impact to

effective organizational performance and concluded that training increases organizational performance. Koskey (1997) studied the impact of organizational development management strategies on working conditions and performance in an institution of higher learning. The study found out that adoption of organizational development strategies had the potential to influence management practices, working conditions and performance in institutions of higher learning.

Muoki (2009) did a study on challenges of human resource planning at the ministry of public health and sanitation in Kenya and established that even if there are training opportunities in the ministry virtually all the respondents indicated that the opportunities were not equally accorded to the staff across the cadres. The reasons cited for unequal training opportunities were: Lack of enough resources and lack of proper training needs assessment. The training projections and skills inventory were said to be weak and the training mainly relied on those who applied for any course. Some of the staff were said to be unaware of the training opportunities in the Ministry and those opportunities were not need based. A further question was posed to measure the factors that led to the lack of equal training opportunities among the health workers and it was found that lack of training needs assessment documents/charts, limited financial resources due to inadequate allocation by the exchequer and minimal sponsorship for further training were cited as factors. However, training opportunities could be available but was deterred by the workload and few staff available to continue providing the services while some staff were out for the training.

Khalumba (2012) did a study on the influence of human resource management practices on financial performance of commercial banks in Kenya. His findings presents that a mean score of 3.17 which indicates that respondents agreed to a moderate extent that the bank had established an active training and development policy formulated for its employees, a mean of 2.94 indicates that respondents agreed to a less extent that the training and development policy of the bank was linked to the overall bank strategy, a mean of 2.61 indicates that respondents agreed to a less extent that the training programs undertaken by the bank had been able to yield positive results in terms of increased productivity from the employees. The foregoing affirms that lack of effective training and development policy that addressed the banks corporate strategy hindered the bank from yielding positive results in terms of increased level of employees" performance and this affected realization of increased banks financial performance.

2.4 Employee performance appraisal and performance of NGOs

A performance appraisal is an evaluation and grading exercise undertaken by the organization on all its employees either at times or annually, on the outcomes of performances based on the job content, job requirement, and personal behavior in the position (Yong, 2003). Employees' performance is evaluated for making developmental and career decisions. Successful performers are frequently good candidates for promotion. Performance appraisal also enable the assessment of the present and future potential staff and determines the training and development needs for the adoption of succession planning practices as a result and ensures organization planning in return (Handy, 1991).

According to Drucker (2004), employee appraisal is critical in succession planning in organizational setting. He explains that development appraisal is an off shoot of the management by objectives (MBO) approach to performance management. In this system, objectives are agreed and formulated at the beginning of the appraisal review period, and the employee is supported with the necessary assistance and training to facilitate the achievement of objectives. The achievement of these objectives is reviewed annually (or six monthly) and then new objectives are set. This enhances the commitment to bettering performance in line with organizational objectives.

The advantage of MBO is that employees are clear on what is expected of them and both management and employee can then plan. But the disadvantage is that objective setting in and of itself is narrowly focused and may exclude other aspects of the job equally important for performance. Moreover, an employee can become so preoccupied with accomplishing established objectives to the exclusion of anything else that the achievement of objectives can become an all-or-none issue for them. The implication of this is too much focus on end points and not enough attention to performance processes and means. However, MBO is said to be particularly useful for higher-level and professional employees.

DPM magazine (2006) argues that while the implementation of performance contracting as part of the public service reforms in the public service has in the past yielded in terms of improved service delivery and performance measurement in the public service, the development of succession management strategy in the public service was imperative. This started when a task force was set up which recommended on the long term intervention on succession management. As opposed to other public service reforms, the realization of the desired outcome of succession management takes a long term perspectives however, its short term effects is manifest on service delivery. Therefore this study

formation and knowledge on the influence of succession management on service delivery as an outcome resulting from succession management implementation since at the time of this study no study had been carried out on the effect of succession management in service delivery in the public service.

There are no guidelines for conducting the appraisal interview, though insights could be usefully drawn from the literature on 'helping relationships' and behaviour change. It is surprising that the developmental function of appraisal (where development is now a key performance criterion in itself), has not been integrated with career management policy and practice. The notion of 'self development' however provides a conceptual, empirical and pragmatic bridge across the two otherwise distinct human resource domains. More contemporary interests include exploring the impact of motivational factors on appraisal, on the part of both appraiser and the appraised. Some have argued that there will always be a tension between accuracy and acceptability goals (Yong, 2003). Satisfaction with appraisal system can be an important motivator of future employee performance (DeNisi and Pritchard 2006). Research in performance appraisal suggests that when employees are satisfied with their appraisal systems, they are more inclined to use the feedback to improve future performance (Ilgen *et al.* 1979; Bernardin and Beatty 1984).

Employee reactions to appraisal in terms of perceived employee fairness, accuracy, and satisfaction are important components of appraisal effectiveness because these perceived employee reactions can motivate employees to improve their performance (Taylor, Tracy, Renard, Harrison and Carroll 1995; Roberson and Stewart 2006). This means that performance appraisal serves as a means for providing feedback that can result in improved performance. Research in performance appraisal has demonstrated that performance appraisal characteristics (such as appraisal purpose and source) can elicit positive employee reactions to performance appraisal and, which in turn, can motivate employees to improve their performance (DeNisi and Pritchard 2006)

Effectiveness research unfortunately shows that few people experience their appraisal systems as acceptable, suggesting that they do not necessarily culminate in the expected motivational benefit. Research on multi-source feedback systems confirms that negative feedback or feedback discrepant from self-perception does not necessarily increase self-awareness or provide the impetus for behaviour change (DeNisi and Pritchard 2006). On the contrary, reactions to feedback are often defensive and may demotivate rather than promote performance.

One of the problems in moving on from this position is the absence of any coherent theoretical basis for developmental appraisal. Attempts to conceptualize the ratings feedback performance association have harnessed the idea of self-awareness (and self-insight) as the key organizing construct.

Lee and Lee (2007) established that workforce planning, teamwork, training and development, compensation and incentives, performance appraisal, and employees' security are important HRM dimensions that affect productivity, product quality, and business performance. In Europe Rizov and Croucher (2008) empirically examined the relationship of HRM practices and organizational performance in European firms and found that collaborative form of HRM practices reflected positive and statistically significant association with firms' performance. Stavrou and Brewster (2005) discovered a positive association between strategic HRM practices and business performance. La'hteenma'ki, *et al.*, (1998) found HRM practices to have positive influence on firms' performance.

Oluoch (2013) did a study on the influence of best human resource management practices on organizational performance. Performance management of the organization was indicated at 100% that was carried out once a year for the purpose of continuous assessment and review of the organizational performance as well as to identify its weaknesses and strengths that would enable the organization management to seek for the solution of the problems arising and maintaining its course respectively. The study further established that, 76% of the respondents indicated that performance management exercise supported organization objectives compared to 24% which indicated that performance management did not support organizational objectives.

2.5 Theoretical framework (Scharmer's theory U)

Otto Scharmer (2007) came up with a succession model which is referred to as Scharmer's Theory U Model. Scharmer argues that the top management team should embrace and act in order to implement succession planning. In the first instance, this model views succession planning as beginning from the immediate future and supports a concept of a U process of five movements that can make change possible. These movements are; Co-initiating, Co-sensing, Pre-sensing, co-creating and co- evolving.

The first movement is co-initiating. In the words of Scharmer, at this stage the organization establishes a common purpose with all stakeholders about a future event.

Co-sensing is the second movement stage in which an organization sees the need at hand collectively across boundaries. Also, at this stage new ideas and innovation occur through collective input.

The third stage is Pre-sensing, whereby the leadership of organization begins to see the future they envisage in terms of succession planning. This futuristic plan establishes a foundation for change, thereby spurs an organization to an expected end. Further, at this stage, it is observed that the leadership lets go off unresolved past issues and forges ahead to a more realistic future.

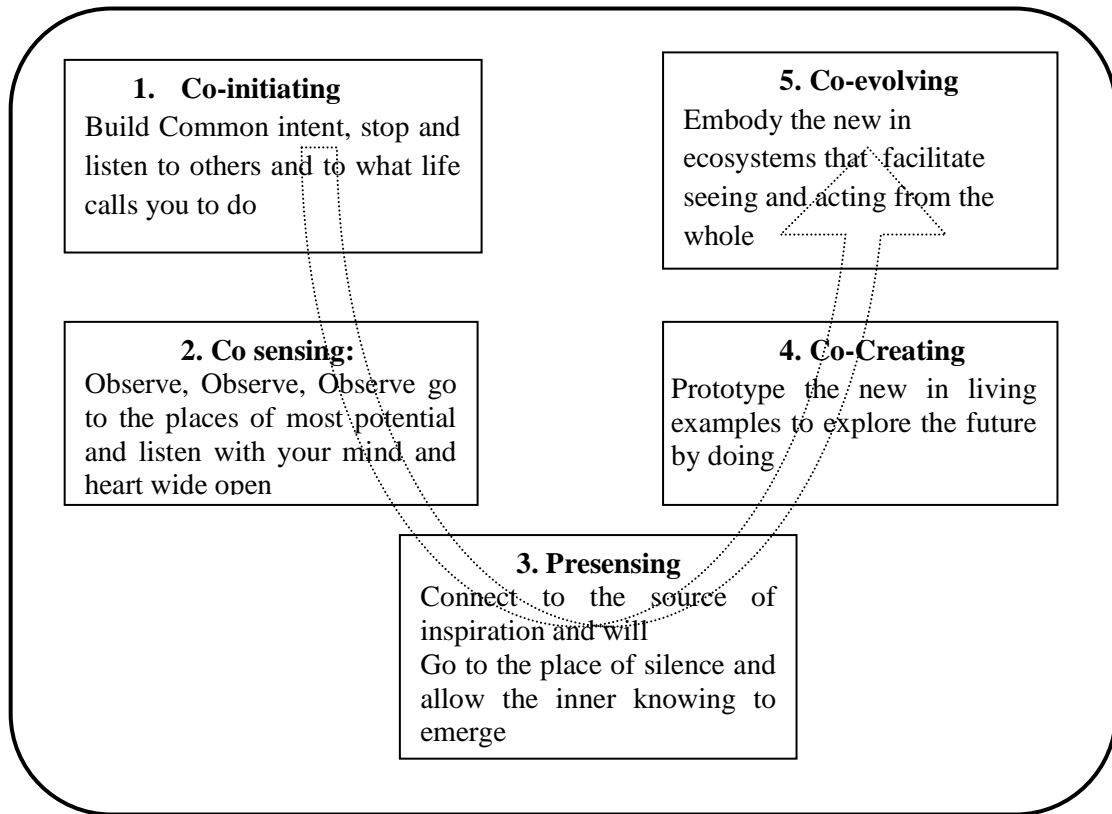
The fourth in this model is co-creating. Scharmer (2007) argues that at this stage, the leadership of the organization explores the future and prototypes what the future might look like. He goes further to suggest that leadership should make succession planning a long-term concept rather than working on organizational immediate requirements. Kartz (2006) argues further that there is need to assess company's strategy and policy that highlight the required qualifications of the successor in order to have a sustainable and dynamic succession plan in place.

The Scharmer's fifth movement in Theory U is co- evolving which can help an organization to embrace change and implement succession planning strategies in the context of an emerging future (Scharmer, 2007).

Scharmer's theory U is illustrated in Figure 2.1 below;

SCHARMER'S THEORY U MODEL

Figure 2.1: Scharmer's theory U model



Source:Scharmer (2007)

2.6 Conceptual Framework

Independent variable

**SUCCESSION PLANNING
PRACTICES**

Dependent variable

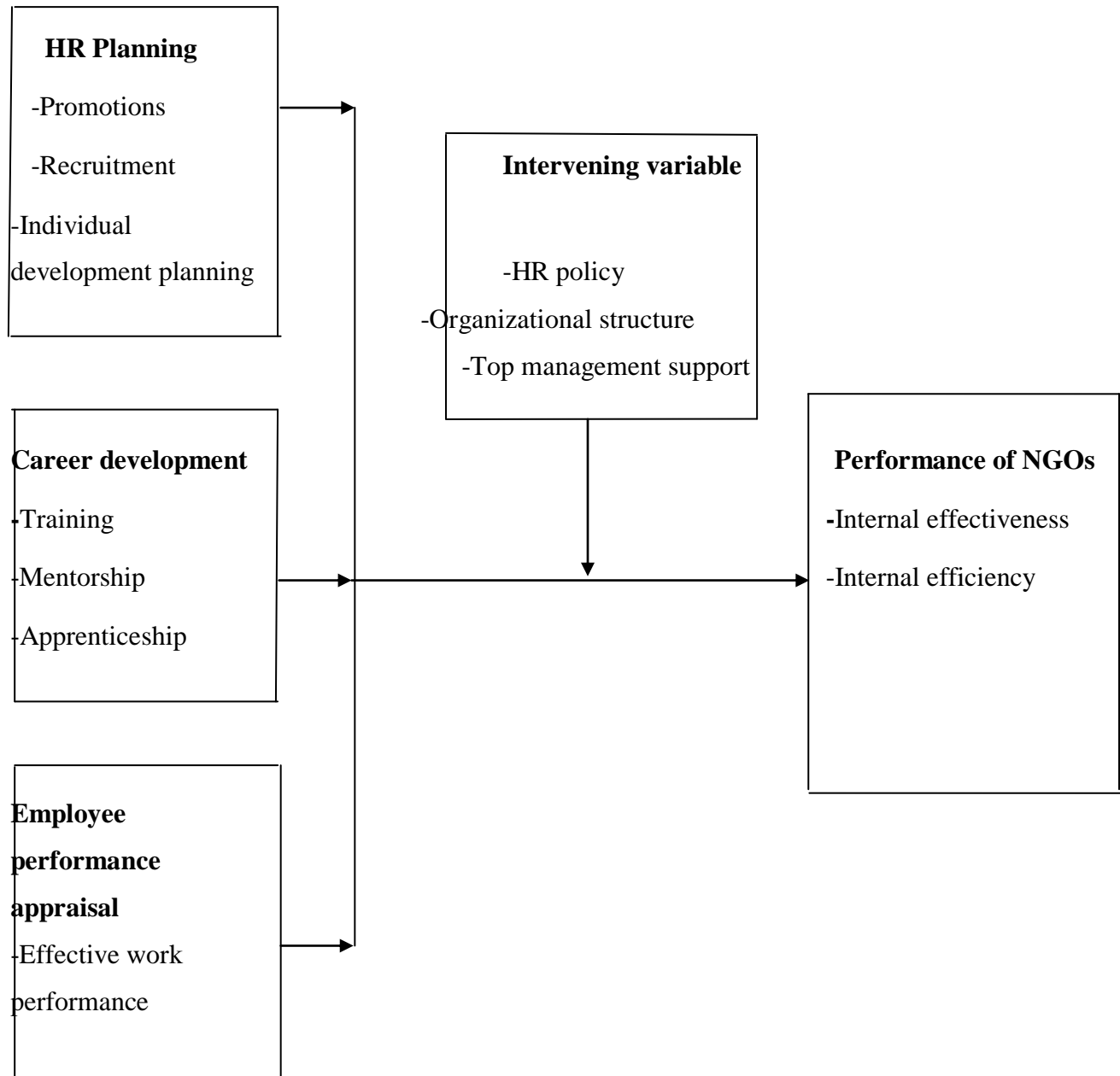


Figure 2.2: Conceptual framework

Source: Learner (2014)

The conceptual framework indicates that when a proper succession plan is put in place it can ensure that there are ready successors to key positions in an organization. This is so that turnover will not negatively affect organization performance. Succession planning aims to ensure that, suitable managers are available to fill vacancies created by promotion, retirement, death, leaving, or transfers. Poor HR Planning and lack of it in the Organization may result in huge costs and financial losses. A good succession plan maps out which employees are ready for new leadership roles as they become available, and when one employee leaves or is promoted to the next level, another employee is already trained and ready to step in where they are needed. Careers must be understood to be constrained by what is on offer by organizations and by society as a whole. Increased autonomy and personal responsibility for career development is coupled with increased complexity and fewer certainties. Thus people are both sculptors of their own career and sculpted by the organizations in which they are members. Employee appraisal focuses on objectives that are agreed and formulated at the beginning of the appraisal review period, and the employee is supported with the necessary assistance and training to facilitate the achievement of objectives.

2.7 Summary of literature reviewed

There is evidence that succession issues confront nonprofits in countries globally. Bozer and Kuna, in their article on Israeli nonprofits, present their findings on the challenges and opportunities connected to succession planning issues. They investigated the degree to which these organizations approached executive succession. Based on a survey, Santora, Sarros, & Cooper (2009), Bozer and Kuna (2009), conducted comparative analyses on nine succession planning indicators and found that, in general, these organizations do not plan and are ill-prepared for executive succession.

Petrescu focuses on changes in nonprofit organizations. Her article explores the positive impact a capacity building program had on nonprofit governing board leadership. She then analyzes the changes in leadership practices particularly in goal- and direction-setting and strategic planning of the board and the importance of these changes for organizations' sustainability. She found that the capacity building program's biggest impact was on setting future priorities, acting promptly to resolve issues, and evaluating the executive director's performance, which means that the boards are focused on long-term sustainability. Wright takes on the issues of change in the environment, organization, and personal lives of founders or long-term executives in the succession process. Each of these elements is interconnected, as in Wright's analogy of the track, baton and teammates in a relay race. The mutual influence each element has on the others requires many adjustments to

successfully “pass the baton” of succession. Gilmore (2012) and Gothard and Austin (2013) recently advocated linking nonprofit succession planning to organizational strategy; their suggestion certainly merits serious consideration and should be vigorously pursued.

Evidence suggests that succession plans are associated with higher organizational performance via smoother transitions (Giambattista *et al.*, 2005; Rollins, 2003). Succession planning is a means to increasing employee satisfaction as well as retaining talented employees (McConnell, 1996). A positive relationship was found between succession planning, management development, and ethical climate (Nieh & McLean, 2011). Salleh (2008), found that the advantage is even greater for firms that adopt plans covering the manager’s two tiers below the top. And in a case study conducted to investigate influence of succession planning on organization performance in 2008, Salleh, (2008), concluded that Scott Paper Company was able to turn itself around only after implementing an effective succession planning system and introducing management development programs.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter looks at the research methodology used in the study. It covers research design, target population, sample size and sampling techniques, research instruments, reliability and validity of instruments, data collection procedure, data analysis techniques and ethical considerations.

3.2 Research Design

The study adopted a descriptive survey design. The major purpose of the adopted research design was to describe the state of affairs as it exists without influencing it in any way. Therefore, descriptive survey is a method of collecting information by interviewing or administering questionnaires to a sample of individuals (Orodho, 2003). It can be used when collecting information about people's attitudes, opinions, habits or any of the variety of educational or social issues (Orodho and Kombo, 2002). It was therefore applicable to this study since both qualitative and quantitative approaches were used.

3.3. Target population

The study was carried out in Winam Division of Kisumu County. According to NGO Coordination Board (2009), there were about 22 NGOs operating in Winam division. These include local and international NGOs working in multiple areas of focus that include health, education, sustainable agriculture, gender, micro-finance, social services among others. The study targeted both general and management staff working for both local and international health service NGOs in Winam division out of which nine NGOs were purposively sampled. The sampling frame consisted of nine non-governmental organizations with a total of 480 employees.

3.4 Sample Size and Sampling Procedure

According to Mugenda (1999), a sampling frame is a list of elements from which the sample is actually drawn from and is closely related to the population. The sampling frame in this study consisted of nine health service non-governmental organizations in Winam division of Kisumu County with a total of 480 employees.

3.4.1 Sample size

The sample size was determined using Krejcie and Morgan (1970) table of sample size determination. Given a population of 480, the sample was determined as 214. This is shown in appendix III.

3.4.2 Sampling procedure

The study used purposive sampling to sample 9 NGOs with a total of 480 employees. Using Stratified random sampling, the population was then divided into nine subpopulations or strata herein referred to as health service NGOs. The study then obtained a list of respondents and using a sequence of numbers, a simple random sample was used to select 214 respondents to participate in the study. This method permitted the study to apply statistics to the data and provided equal opportunity of selection of each element of the population. This further ensured that all the individuals defined in the population had equal and independent chance of being selected as a member of the sample.

The following formula was used to determine the sample size in each stratum

$$\frac{\text{Target population in the NGO}}{\text{Total Target population}} \times \text{The desired sample size} = \text{the sample size in each stratum as indicated in}$$

Table 3.0

The sampling strata for NGOs are shown in the table below.

Table 3.0 Target population and Sample

NAME OF ORGANIZATION (STRATA)	POPULATION TARGETED	SAMPLE SIZE
CDC/KEMRI	80	36
FAMILY HEALTH OPTIONS	50	22
TROPICAL INSTITUTE OF CLINICAL HEALTH	50	22
FAMILY AIDS CARE AND EDUCATION SERVICES KENYA	50	22
NIGHTINGALE RURAL HEALTH SERVICES	55	25
WORLD VISION	70	31
JAMII BORA TRUST	45	20
IDCCS LTD MASENO SOUTH	40	18
KMET (TOM MBOYA ESTATE NEAR JOSANA ACADEMY)	40	18
TOTAL	480	214

Source: Field survey data (2014)

3.5 Research Instruments

A structured questionnaire was the main instrument of the study and was administered to the respondents to gather quantitative data. Two questionnaires were used; one for general staff and another for management staff. The researcher preferred to use this method because of its ability to solicit information from respondents within a short time as supported by Gupta, (2009). Moreover, respondents were given time to consult records so that sensitive questions could be truthfully answered as supported by Floyd (2003). Both open and closed ended questions were included. This is because closed ended questionnaires are easier to analyze since they will be in an immediate usable form and again each item may be followed by alternative answers. Open ended questions permit a great depth of response, a respondent is allowed to give a personal response, usually reasons for the response given would be directly or indirectly included in the study.

3.5.1 Pilot Testing

A pilot study is usually carried out on members of the relevant population, but not on those who will form part of the final sample. This is because it may influence the subsequent behavior of research subjects if they have already been involved in the research (Haralambos and Holborn, 2000).

Pilot study was carried out to pretest the research instruments before actual administration to respondents. According to Connelly (2008), extant literature suggests that a pilot study sample should be 10% of the sample projected for the larger parent study.

In order to conduct a pilot test, a sample of 21 respondents were picked from Evidence Action organization. The pilot test served to ascertain the clarity, consistency and coherence of the questions in the tools of data collection. The pilot also informed the logistical arrangements thus enabling the researcher to establish the time it would take to administer one questionnaire.

The feedback from the respondents on the questionnaire was incorporated to make the data collection tools more valid and reliable before the actual data collection. The result from the pilot test was analyzed to determine if the research instruments were capable of addressing the objectives under study. The respondents in the pre test did not take part in the final data collection exercise.

3.5.2 Validity of instruments

Validity refers to process of ascertaining the degree to which the test measures what it purports to be measuring. In order for the study to control quality, the researcher endeavored to attain validity coefficient of at least 0.70 or 70%. The instruments were piloted at Evidence Action, an NGO in Winam Division which was not included in the study sample and modified to improve their validity coefficients to at least 0.70. Validity of instruments was determined by giving the proposal to two experts to evaluate the relevance of each item in the instrument to the objectives and rate each item on the scale of very relevant (4) quite relevant (3) somewhat relevant (2) and not relevant (1). The questions that rated an average of less than 3 were eliminated from the data collection tools.

Content validity was determined using content validity index (C.V.I) $CVI = \frac{\sum \text{items rated 3 or 4}}{N}$. This is symbolized as $\frac{\sum n^3_4}{N}$. This technique was selected because was easy to establish the validity of the research instruments thus revising and adjusting them based on the responses obtained and recommendation from the experts. Items with validity coefficients of at least 0.70 were accepted as valid and reliable as suggested by Kathuri, (1993).

3.5.3 Reliability of instruments

Reliability refers to the consistency of a measure. A test is considered reliable if we get the same result repeatedly. To ensure quality of data collected, research assistants were trained for two days prior to data collection.

To test consistency in producing a reliable result (reliability), a test-retest method was used. The research instruments were administered to respondents from Action Aid twice within a time span of two weeks. Cronbach's coefficient was then calculated for one question from objective one to three as well as for the dependent variable, the Cronbach's coefficients were 0.71, 0.84, 0.89 and 0.76 respectively. All the values were more than 0.7 which was considered high reliability of the research instruments.

3.6 Data collection procedures

Permission to collect data was sought from the ministry of higher education through the department of National Council for Science, Technology and Innovation. The researcher distributed the questionnaires to the sampled respondents; participation in the study was voluntary, the objectives and purpose of the study were explained to the participants and their informed consent sought. Adequate instructions and explanations were given upon issue. The researcher then picked the questionnaires after two days. On-spot checks were done for completeness, omissions and commission errors. Errors found were corrected immediately. The respondent also had the opportunity to seek clarification on responses that were not clear. Appointments were sought from participants for interview schedule and participants were interviewed in private at agreed time, place and date. Confidentiality was observed and anonymous numbers were used to identify participants.

3.7 Data analysis techniques

The research involved quantitative data which was coded, entered into a database and analyzed through descriptive statistics (frequency, percentages, mean, and range) which were used to describe the population. Study results are presented in textual form and in form of tables. Statistical Package for the Social Sciences (SPSS) computer software version 19 was used for analysis of quantitative data. Open ended questions were analyzed qualitatively using content and context; the researcher read through the responses, identified key themes and generated discussions around them. Regression analysis was used to establish the influence of succession planning practices on performance of NGOs.

3.8 Ethical Considerations

Permission to conduct the study was obtained from the University of Nairobi and ministry of Higher education through the department of National Council of Science, Technology and Innovation. Participation in the study was voluntary and participants were taken through an oral consent to seek their permission to participate in the study. The objectives of the study were explained to the participants during the consenting. To ensure confidentiality interviews were conducted in private and data collected was only used for the purpose of the study. Respondent's personal identities were not taken. The study did not pose any risk to the participants since the kind of questions used were not personal or of a sensitive nature.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents data analysis results, interprets the findings of the study and discusses the findings in light with earlier findings. The analysis, presentations, interpretations and discussions of the findings are in accordance with the three objectives of the study which were to determine the extent to which human resource planning practices influence performance of selected health service non-governmental organizations in Winam division of Kisumu county, to assess how career development practices influence performance of selected health service non-governmental organizations in Winam division of Kisumu county and to examine the impact of employee performance appraisal on performance of selected health service non-governmental organizations in Winam division of Kisumu county

4.2 Response rate

The response rate for the questionnaires was worked out as shown in table 4.1.

Table 4.1: Response Rate

Sample size	Respondents returning questionnaires	Percent
214	213	99.07%

Out of the 214 respondents in the sample, 213 were reached and their questionnaires completed for analysis. This represented a response rate of 99.07%. This was considered very good for analysis. The high response rate was attributed to the continuous follow ups and call backs on the respondents. A response rate of 50% is considered adequate for analysis and reporting, 60% is good and that of 70% and above is very good (Mugenda and Mugenda, 2003).

4.3 Demographic information

During the survey, the demographic characteristics considered were gender, age, number of years worked in the organization and level of education.

4.3.1 Gender of respondents

The gender of the respondents was for non-managerial and managerial staff was as shown in Table 4.2.

Table 4.2: Gender of the respondents

Gender	Non-managerial		Managerial	
	Frequency	Percent	Frequency	Percent
Male	117	57.4	7	87.5
Female	87	42.6	1	12.5
Total	204	100.0	8	100.0

The non-managerial respondents were selected randomly giving a majority of male at 57.4%, this showed that male form the majority of staff among the NGOs in Winam Division. The margin was even wider for managerial staff, majority were also male at 87.5%. This implied that managerial positions in Health service NGOs in Winam division of Kisumu County are male dominated.

4.3.2 Age of respondents

The respondents were required to indicate their age and the results were as shown in Table 4.3

Table 4.3: Age of the respondents

Age category	Non-managerial		Managerial	
	Frequency	Percent	Frequency	Percent
20 – 29	54	26.5	0	0
30 – 39	89	43.6	1	12.5
40 – 49	49	24.0	2	25.0
50 – 59	12	5.9	4	50.0
60 and above	0	0	1	12.5
Total	204	100.0		

Majority of the non-managerial respondents at 43.6% (89) were aged between 30-39 years with the minority being between 50 and 59 years at 5.9% (12). Conversely majority of the managerial staff, 50% (4) were between 50 and 59 years with a minority aged between 30-39 years and above 60 years at 12.5 (1) in each case.

This shows that years of work experience is a key determinant for a non-managerial staff to clinch a managerial job. The age difference informed the varying perceptions that exist in relation to succession planning in organizations.

4.3.3 Number of years in the organization

The respondents were asked to indicate the number of years over which they had worked in the organization; the response was as shown in Table 4.4

Table 4.4: Number of years worked in the organization

Years in the organization	Non-managerial		Managerial	
	Frequency	Percent	Frequency	Percent
Less than 2	56	27.5	0	0
2 – 5	102	50.0	4	50.0
5-10	42	20.6	3	37.5
10 and above	4	2.0	1	12.5
Total	204	100.0	8	100.0

Majority of both managerial and non-managerial staff at 50% had stayed in their current organization for a period of 2-5 years with the minority of the respondents staying in the organizations for a period of more than 10 years, 2%(4) for non-managerial staff and 12.5%(1) for managerial staff. The varying number of years in the organizations really enriched the study since the respondents were able to give accounts spanning to over 10 years on how succession planning have been handled and how they have influenced performance of their respective organizations.

4.3.4 Highest Level of Education

The respondents were able to indicate their levels of education and the results are as shown in Table 4.5

Table 4.5: Highest level of education

	Non-managerial		Managerial	
	Frequency	Percent	Frequency	Percent
Certificate	25	12.3	0	0
Diploma	79	38.7	0	0
Degree	78	38.2	1	12.5
Masters	22	10.8	4	50.0
Ph.D.	0	0	3	37.5
Total	204	100.0		

Majority of the non-managerial staff at 38.7% (79) had diploma level of education with a minority of them having acquired masters' degree by the time of the survey at 10.8% (22). On the other hand, majority of managerial staff had masters' at 50% (4), 37.5% of them had Ph.D. while 12.5% (1) had a degree. The implication of this was that managerial positions are closely linked to the level of education of an individual. All the respondents were able to comprehend the questions and gave invaluable responses since they were adequately literate.

4.4 Human Resource Planning Practices and Performance of Health Service Non-Governmental Organizations in Winam Division

This section presents data, interpretations and discussions on the first objective of the study; to determine the extent to which human resource planning practices influence performance of selected health service non-governmental organizations in Winam Division of Kisumu County.

The managers were able to indicate whether their organizations practice succession planning or not; the findings are as shown in Table 4.6.

Table 4.6: Organizations practicing succession planning

	Frequency	Percent
Yes	7	87.5
No	1	12.5
Total	8	100.0

Majority of the organizations at 87.5% (7) practice succession planning while 12.5 % (1) did not practice succession planning.

A manager at World vision affirmed by saying:

“Succession planning is a common practice in our organization because it has helped us to retain organizational memory.”

A manager at Jamii Bora Trust added by saying that:

“Succession planning has been key in enabling our organization to achieve competitiveness by ensuring continuity by nurturing staff who have learnt the system to take up leadership positions”.

This is in line with Gupta and Snyder (2009) who say that succession planning is important because it not only influences the performance of an organization, but also determines its survival. Many companies have been destroyed by the lack of succession planning. Several have been significantly set back strategically because of their poor succession planning procedures

The managers were able to indicate the succession planning strategies that are largely used in their organization and the results are as shown in Table 4.7

Table 4.7: Succession planning strategies used

	Frequency	Percent
Regular trainings	2	25.0
Performance evaluations	5	62.5
Others	1	12.5
Total	8	100.0

Asked about the succession planning strategies that are largely used in their organizations, majority of the managers at 62.5% (5) said that they apply performance evaluations, 25% (2) said that they use regular trainings while 12.5% (1) said they apply other means. It is clear that there is lack of innovation and creativity so far as succession planning strategies in organizations are concerned. The strategies are so limiting compared to the recommendations made by development Rioux&Benthal, that the strategies comprise identification of the candidates and training needs assessment, setting up succession management goals, management plan, and carrying out continuous training.

In explaining why the organization largely used trainings, a manager at CDC/KEMRI explained;

“Regular trainings is a very good way of enabling employees to learn new roles and be able take them up, this is usually on-service and tailor made for a specific role”

On the other hand, a manager at Nightingale Rural Health Services explained why they largely used performance evaluations by saying,

“Performance evaluations are very important especially for candidates who are being groomed for bigger roles because one is able to assess their competencies, identify their skills gap and strengthen them through mentorship.”

This is in line with Leibowitz *et al.* (1986) who say succession planning may be informal or formal. If it is informal, it typically involves an individual manager identifying and grooming his or her replacement. It identifies candidates for key positions and also plans for their development in order to increase their potential for successful advancement.

The managers gave their view on whether human resource planning practices in their organization favour succession planning, the responses are as shown in Table 4.8.

Table 4.8: Whether human resource planning practices in their organization favour succession planning

	Frequency	Percent
Yes	4	50.0
No	4	50.0
Total	8	100.0

The managers were able to indicate whether human resource planning practices in their organizations favor succession planning, 50% (4) said that they do with an equal percentage saying that human resource planning practices favor succession planning. This implies that some of the organizations seem to support the view of Meharabani & Mohamed (2011), that human resource planning plays a very critical role on the planning of organizational structures and as such a flat structure is ideal as it influences succession planning by allowing better communication and easier knowledge sharing in the organizations, which are parameters that would greatly help in implementation of succession planning. A manager at CDC/KEMRI in explaining his response said;

“Our human resource practices do not seem to favor succession planning because very minimal effort is put towards career development for staff”

This finding converges with that of Oluoch (2013) that human resource planning practices do not support succession planning. Oluoch found that the recruitment process is marred by long processes, interest, and ethnicity which stood at 46%, 24%, and 30% respectively characterized from the influential individuals within the organization. The organization as indicated employed the use of personal interview

of employees at 100%, considering experience at 38%, performance at 26%, ethnic balance at 16%, and academic achievement at 20%.

The managers were able to give their views on the preferred succession practices when a senior employee, middle level and lower level employees leave the organization. The results are as shown in Table 4.9

Table 4.9: Preferred succession practices

	Senior		Middle level		Lower level	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Promotion from within	1	12.5	1	12.5	2	25.0
Outsourcing	1	12.5	1	12.5	1	12.5
Advertisements	6	75.0	6	75.0	5	62.5
Total	8	100.0	8	100.0	8	100.0

The managers were asked about their preferred succession practices, majority at 75% (6) said that the senior positions are filled through interviews; the results were the same for middle level employees. For the lower level employees, majority still maintained that such positions would be filled through advertisement process at 62.5% (5) with 25% (2) of them mentioning that the positions would be filled through promotion from within. This is a clear indication that the organizations had very weak succession planning systems. There is preference for external candidates as opposed to internal ones. The findings diverge with those of Froelichet *al*, (2009) found out in his study that internal candidates are preferred in about half the organizations; that organizations rather strongly prefer their next chief executive to come from a similar type of organization.

The managers explained that the reason why their organizations have used advertisement as their most preferred succession practice is that most internal candidates have often failed to come out strongly and show their competence to give reason enough for their promotion. They also explained that for senior and middle level managers, organizations would do an advertisement to ensure that succession is done as competitively as possible and to get a candidate who will be able to take the organization to the next level.

The non-managerial staff were able to give their opinions to the statements in relation to human resource planning in a scale of 1-5 where 1 was agree,2 was strongly agree, 3 was undecided,4 was disagree and 5 was strongly disagree. The means and the standard deviations are as presented in Table4.10:

Table 4.10: Opinions on human resource planning practices

Statement	N	Mean	SD
Predetermined career routes or career paths are identified through the job hierarchies, and succession planning is linear and upward	204	2.71	.717
The organization is in control of succession planning and development	204	2.81	.875
Mechanism to accomplish succession planning are through scheduled training programs or job rotation	204	2.85	.892
Succession planning and management is used in plotting a course within an organization system that would yield promotions	204	2.52	.885
I seek job assignments that allow me to learn something new	204	4.41	.792
I am encouraged to work beyond my own department, and interact with people across many departments	204	4.15	.813
The environment allows me to work outside of the organization and interact with people in many different organizations	204	4.30	1.010
I am enthusiastic and energized in new work experiences and situations	204	4.00	.975
My individual development plan is based upon output and is consistent with the mission and goals of the organization	204	3.31	.991
My supervisor and I review the Individual Development Plan annually ,and assess periodically my progress toward reaching my goals	204	3.66	.936
My organization aligns its mission and goals with the individual employees' career aspirations and professional goals, to enhance their career development within and out of the organization	204	3.22	1.112
My organization reveals its specific development plans, identifies future career planning paths, and the needed competencies to fill critical positions	204	3.50	.785
I am supported to acquiring new skills based on my training and development needs, even if not related to my job	204	3.64	.965
For the sake of being placed better during succession planning, I am asking for feedback, on my technical and personal capabilities, from co-workers and managers, accordingly I am willing to receive coaching	204	3.69	.695
My past participation in a wide variety of development activities empower my current self-efficacy for development	204	4.05	.577

Majority of the respondents were not decided when asked whether predetermined career routes or career paths are identified through the job hierarchies, and succession planning is linear and upward (Mean=2.71,S.D.=0.717), this was also the case when asked whether the organization is in control of succession planning and development(Mean=2.81,S.D=0.875). Most respondents were not decided on the statement that mechanism to accomplish succession planning are through scheduled training programs or job rotation(Mean=2.85,S.D=0.892), majority of the respondents were also not decided on the statement that succession planning and management is used in plotting a course within an organization system that would yield promotions(Mean=2.52,SD=0.885). These findings signify that the some of the organizational planning practices are vague and not well understood by majority of the staff who, it could also mean that the level of engage of staff in the same is weak.

These findings differ with those of Khalumba (2012) whose findings presented a mean score of 2.94 which indicated that respondents agreed to a moderate extent that banks had an active career planning policy for its staff, a mean score of 2.20 indicates that respondents agreed to a less extent that banks career plans were linked to the overall human resource plans, a mean score of 2.69 indicates that respondents also agreed to a less extent that the bank was able to retain an appropriate number of desired and qualified staff at all times. .

Majority of the respondents were undecided albeit with great variations along the scale (mean= 3.22, SD=1.112) to the statement that their organization aligns its mission and goals with the individual employees' career aspirations and professional goals, to enhance their career developmentwithin and out of the organization. The response was similar also for the statement that their individual development plan is based upon output and is consistent with the mission and goals of the organization (Mean=3.31SD=0.991), there was notable variation in responses along the scale.

Majority of the respondents (Mean=4.15,S.D.= 0.813) said that they are neither encouraged to work beyond my own department, and interact with people across many departments nor does their environment allow them to work outside of the organization and interact with people in many different organizations (Mean=4.3,S.D.=1.010). Most of the employees neither sought job assignments that allowed them to learn something new (Mean=4.41,S.D.=0.792) neither are they enthusiastic and energized in new work experiences and situations(Mean=4.00,S.D.=0.975).

Majority of the respondents disagreed with the statement that their organization reveals its specific development plans, identifies future career planning paths, and the needed competencies to fill critical positions (Mean=3.50, S=0.785). Majority of the respondents mentioned that they are not supported to acquire new skills based on their training and development needs, even if not related to their job (Mean=3.64, S.D.= .965). Most respondents also disagreed with the statement that for the sake of being placed better during succession planning, they ask for feedback about their technical and personal capabilities, from co-workers and managers and they accordingly are willing to receive coaching (Mean=3.69, S.D= 0.695).

These finding mirrors the factors pointed out by Marreli (2010) that are capable of influencing succession planning : measuring the performance, determining the performance which is needed for the future, assessing the potential, establishing a way to narrow the gaps, following up, documenting competence, making and maintaining rewards for developing people, evaluating results, giving feedback and leading from the front.

The managers shared in the sentiments of the non-managerial staff that human resource practices have been weak and inconsistently done in most of their organizations. The reasons they gave for this was that for the human resource practices to be rolled out effectively, it requires enormous resources which majority of the organizations do not have. To this extent most organizations have resolved to get/poach highly qualified staff from other organizations than to spend resources training internal staff to take greater roles.

Table 4.11: Chi-square test on human resource planning practices and organization's performance

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	173.290 ^a	4	.000

There is a significant relationship between human resource planning practices and performance of NGOs providing health services in Winam Division $\chi^2(4,204) = 173.290, p = 0.000$. The study fails to accept the H_0 that there is no significant relationship between human resource planning practices and performance of selected health service non-governmental organizations in Winam division of Kisumu County. This means that the variations in performance of NGOs that provide health services in Winam Division can partly be explained by their human resource planning practices; effective work

performance and positive turnover. This finding is in line with the Australian Public Service Commission (2002) who established that institutions that observe the implementation of succession management are most likely to achieve high levels of service delivery effectiveness.

Table 4.12: Correlation test between human resource planning practices and organization's performance

	Value	Asymp. Std. Error^a	Approx. T^b	Approx. Sig.
Ordinal by Spearman Correlation	.794	.050	18.556	.000 ^c
Ordinal				
N of Valid Cases	204			

The Spearman correlation test between human resource planning practices and performance of NGOs providing health services revealed a strong positive relationship ($r=0.794$). This means that better human resource practices will result into better performance outcomes for NGOs providing health services in Kisumu County. This finding converges with that of Neetha (2011) who determined that the relationship between practice of succession planning and organizational performance is a positive one.

4.5 Career Development Practices and Performance of Selected Health Service Non-Governmental Organisations in Winam Division

This section presents data, interpretations and discussions on the second objective; to assess how career development practices influence performance of selected health service non-governmental organizations in Winam Division

The managers were able to indicate whether career development practices in their organization favour succession planning and the results are as shown in Table 4.13

Table 4.13: Whether career development practices favour succession planning

	Frequency	Percent
Yes	4	50.0
No	4	50.0
Total	8	100.0

The managers were able to respond to whether career development practices in their organization favor succession planning. 50% (4) of managers said yes while a similar percentage said no. This had the implication that organizations have not prioritized career development as a way of making succession planning work for their organizations.

The non-managerial staff were able to give their opinions to the statements in relation to career development on a scale of 1-5 where 1 was agree, 2 was strongly agree, 3 was undecided, 4 was disagree and 5 was strongly disagree. The means and the standard deviations are as presented in the Table 4.14 below:

Table 4.14: Opinions on career development practices

Statement	N	Mean	SD
I always set higher career goals, then pursue career strategies and put in more effort that lead finally to the achievement of these goals	204	4.14	.894
The organization is working in partnership with individual employees to assess training needs and incorporate it into succession planning	204	3.74	.859
My training and development plan is prepared by the supervisor and me, and updated based on performance appraisal results	204	3.91	.584
I receive training based on the identified training needs in my development plan	204	4.29	.882
My organization conducts training on the importance of succession planning, and career related topics i.e., succession planning mechanisms	204	3.51	.928
My organization provides learning and training opportunities that goes beyond today's job and has a more long-term and strategic development goals	204	3.91	1.308
I previously participated in training workshops on succession planning, how to develop individual development plan, and other career related topics	204	3.74	1.026
My organization provides periodic planned job rotation as a succession planning tool	204	3.40	1.134
The training programs outputs are evaluated in relation to the benefit of the training experience and its reflection on succession planning	204	3.51	.698
I select training and learning opportunities that are compatible with succession planning	204	3.51	.928
I identify my learning needs and goals, select learning strategies and participate in learning opportunities that place me in a better position with regard to succession planning	204	3.42	.898

The respondents disagreed that: they set career goals and pursue career strategies (Mean=4.14, SD 0.894), they participate in assessing training needs for incorporation into succession planning (Mean=3.74,SD=0.859), their training and development plan is prepared by their supervisors and them and updated based on performance appraisal results (Mean=3.91,SD 0.584), neither do the employees receive training based on their needs in their development plan (Mean=4.29,SD=0.882). Nonetheless, the organizations do not conduct trainings on the importance of succession planning (Mean=3.51,SD=0.928).

The results showed that organizations have not heeded the assertions by Rothwell (2002) that say that identifying development plans and follow-up is a mandatory part of succession planning process. Patton and Pratt, (2002) further observe that succession plan should be tailored to the individual needs and interests of successor. Best development methods include 360-degree feedback, executive coaching, mentoring, networking, job assignments and action learning (Groves, 2007).

These findings show that appraisal processes are not well executed in most organizations and are not clear to majority of the staff; the appraisals are not used to give feedback on staff capacity gaps that still exist within staff. It was also clear that the succession planning that has been done had been with very minimal participation of staff. Moreover, very little had been done to socialize staff with the succession planning system which basically means that it could not yield much results. The findings converge with those of Froelich *et al.*, (2009) who found that non-profit organizations are doing little in career development in regard to succession planning yet they consider it important.

Majority of the managers explained that performance appraisal as one of the succession planning practices has not achieved much in their organizations because it has not been treated with the seriousness that it deserves. They explained that more often than not the performance appraisals have been done as formalities to meet organizational requirement and most of the time is organizational and not employee focused. A manager in one of the NGO's specifically said that objectivity in performance appraisal process is often lacking and sometimes the process has been used by supervisors to settle scores.

Most respondents said that their organizations do not provide learning and training opportunities that go beyond today's job and that have long-term and strategic development goals (Mean=3.91,SD=1.308). This implies that employees of these organizations do not have the necessary exposure that could benefit their organizations in enhancing performance. The few learning

and training opportunities that exist may not be aligned to the long term goals and the strategic direction of the organization. The outcomes of the few trainings that exist are not evaluated in relation to its benefits and how it lends to succession planning (Mean=3.51, SD=0.698).The trainings are done haphazardly with very minimal follow-ups on their effectiveness in preparing the employees for succession, this explains why outsourcing by advertisement is the most preferred way of filling vacant positions. This finding is supported by that of Obaga (2010) who established that career planning is an important aspect in service delivery; that career planning affects recruitment, succession planning, compensation and executive development. In this study by Obaga, 68% of the respondents agreed that career planning improves the service delivery of an employee in the Ministry. The findings of the study also find a convergence with that of Maritim (2007) who established that training and development programmes for staff influences effective organizational performance.

In support the views of the staff, the managers explained that majority of trainings to staff have often not been properly organized and that the decision on which training to give staff has been arbitrary and not based on a training needs assessment. The trainings have been done to meet organizational needs and not for employees career development. As a result of this, a manager at Tropical Institute of Clinical Health explained that such trainings have been ineffective in building the capacities and skills of staff to be able to take bigger roles in the organization.

These findings are in line with those of Muoki (2009) who established that there was lack of proper training needs assessment which was impeding effective career development. The training projections and skills inventory were said to be weak and the training mainly relied on those who applied for any course. Some of the staff were said to be unaware of the training opportunities in the Ministry whereas training opportunities were not need based.

Table 4.15:Chi-square test on career development practices and organization's performance

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	106.746 ^a	6	.000
N of Valid Cases	204		

It was established that there is a significant relationship between career development practices and performance of NGOs providing health services in Winam Division $\chi^2(6,204) = 106746, p = 0.000$.

The study fails to accept the H₀ that there is no significant relationship between career development practices and performance of selected health service non-governmental organizations in Winam division of Kisumu County.

This meant that variations in performance of NGOs providing health services could partly be explained by their career development practices; training, mentorship and apprenticeship. The findings converge with the findings of Australian Public Service Commission (2002) that, institutions that implement succession management are most likely to achieve high levels of service delivery effectiveness.

Table 4.16: Correlation test between career development practices and organization's performance

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal	by				
Ordinal	Spearman Correlation	.523	.087	8.728	.000 ^c
N of Valid Cases		204			

The spearman rank correlation test on career development and performance of NGOs revealed that there exists a fairly strong positive relationship between the two variables ($r=0.523$). This means that better career development practices would result into better performance of NGOs providing health services in Kisumu County. This finding is supported by that of Neetha (2011), who determined that the relationship between practice of succession planning and organizational Performance is a positive one.

4.6 Employee Performance Appraisal and Performance of Health service Non-Governmental Organizations in Winam Division

The managers were asked whether performance appraisal in their organization favour succession planning and their response is as shown in Table 4.17

Table 4.17: Whether employee performance appraisals favor succession planning

	Frequency	Percent
Yes	4	50.0
No	4	50.0

Total	8	100.0
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The non-managerial staff were able to give their opinions to the statements in relation to performance appraisal in a scale of 1-5 where 1 was agree, 2 was strongly agree, 3 was undecided, 4 was disagree and 5 was strongly disagree. The means and the standard deviations are as presented in the Table 4.18 below:

Table 4.18: Opinions on performance appraisal

	N	Mean	SD
My performance is appraised, on a yearly basis, by my direct supervisor and the managers in top management levels	204	3.83	.574
After appraisal session; my supervisor gives me the feedback as the results are used in discovering my job performance problems and their causes.	204	3.46	.668
To improve my current performance, the results of the performance appraisal are used to identify training needs and development opportunities reflected in the individual development plan	204	3.54	.606
Performance appraisal results are used to correct the deviations that might occur in succession planning progress, and accordingly my individual development plan is adjusted	204	3.39	.683

Majority of the respondents said that they are not appraised on a yearly basis by their direct supervisors and the managers in top management levels (Mean =3.83, SD= 0.574) and do not get feedback on job performance (Mean =3.46, SD= 0.668) and when appraised their performance appraisal results are not used to identify their training needs (Mean=3.54, SD= 0.606). This finding is contrary to the findings by Handy, (1991) that performance appraisal also enable the assessment of the present and future potential staff and determines the training and development needs for the adoption of succession planning practices. Most of the respondents were undecided on whether these results are used to correct the deviations that might occur in succession planning progress (Mean =3.39, SD=0.668).

The findings differ with those of Oluoch (2013) who established that performance management of the organization was indicated at 100% that is carried out once a year for the purpose of continuous assessment and review of the organizational performance as well as to identify its weaknesses and

strengths that would enable the organization management to seek for the solution of the problems arising and maintaining its course respectively.

The study further established that, 76% of the respondents indicated that performance management exercise supported organization objectives compared to 24% which indicated that performance management did not support organizational objectives

Table 4.19: Chi-square test on employee performance appraisal and organizations’ performance

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	38.751 ^a	4	.000
N of Valid Cases	204		

Chi-Square Test between employee performance appraisal and performance of NGOs that provide health services in Winam Division showed that there is a significant relationship between the two variables $\chi^2(4,204) = 38.751$, $p = 0.000$. The study fails to accept the H_0 that there is no significant relationship between employee performance appraisal and performance of selected health service non-governmental organizations in Winam division of Kisumu County.

This means that the difference in performance from one NGO to another can partially be explained by the employee’s performance appraisal. This finding supports the Australian Public Service Commission (2002) who established that institutions that observe the implementation of succession management are most likely to achieve high levels of service delivery effectiveness.

Table 4.20: Correlation test between employee performance appraisal and organizations’ performance

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Spearman Correlation	.014	.074	.204	.838 ^c
N of Valid Cases	204			

A Spearman Correlation test was also done on the relationship between performance appraisal and performance of NGOs providing health services in Winam Division, it was found out that the relationship was a positive one but very weak ($r=0.014$). This means that better performance appraisal

practices would result into improved performance of NGOs that provide health services in Kisumu County albeit to a very small degree. This finding is in line with that of Neetha (2011) who determined that the relationship between practice of succession planning and organizational Performance is a positive one.

4.7 Performance of Health service Non-Governmental Organizations in Winam Division

The non-managerial staff were able to give their opinions to the statements in relation to performance of their organization on a scale of 1-5 where 1 was agree, 2 was strongly agree, 3 was undecided, 4 was disagree and 5 was strongly disagree. The means and the standard deviations are as presented in the Table 4.21:

Table 4.21:Opinion on organizations' performance

	N	Mean	SD
Our organization is on the right path towards achieving its objectives	202	3.94	.835
Our organization has always achieved its project objectives	204	4.06	.567
Our organization utilizes its human resources for optimal project outcomes	204	3.74	.859
Our Organization has always implemented project activities in a timely manner	204	3.98	.620
Our organization utilizes its financial resources for optimal project outcomes	204	3.81	.707
Our organization creates long lasting changes on the lives of the project beneficiaries	204	3.87	.618

Majority of the respondents said their organizations did not achieve project objectives at all times (Mean=3.94,SD=0.835) neither were they on the right path to achieving their objectives(Mean= 4.06,SD=0.567).Majority of the respondents believed that their organizations do not utilize its human resources for optimal project outcomes (Mean=3.74,SD=0.859). It was also popular among the respondents that their organizations neither implemented project activities in a timely manner (mean=3.98, SD=0.620) nor utilized their financial resources for optimal project outcomes (Mean=3.81,SD=0.707).Ultimately, the organizations were not creating long lasting changes on the lives of the project beneficiaries(Mean=3.87, SD= 0.618)

This therefore confirms the assertion by Harter (2008) that an ineffective succession planning system negatively influences organizational performance. Also, Hills (2009) observed that the general staff

must support the efforts and the activities of succession planning for it to yield better performance for the organization.

This converges with the study findings because staff felt that succession planning was not working hence their support on it was minimal. This could have contributed to the weak performance. Finally, this study adds to the many other studies that Armstrong (2006) said have showed empirical evidence that demonstrated a linkage between a firm's human resource and succession planning practices and organizational performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings of the main study, conclusions recommendations arrived at and contribution to knowledge base. It also gives suggestions for further research.

5.2 Summary of Findings

The first objective was to determine the extent to which human resource planning practices influence performance of selected health service non-governmental organizations in Winam Division. Majority of the organizations at 87.5% practiced succession planning while 12.5 % did not practice succession planning. Majority of the managers at 62.5% said that they applied performance evaluations, 25% said that they used regular trainings while 12.5% said they applied other means. The human resource planning practices favored succession planning in 50% of the organizations. The most preferred succession practice was to fill a position through interviews at 75% for senior positions and middle level employees, Lower level employees was also largely filled through interviews at 62.5%.

It was established that there is a significant relationship between human resource planning practices and performance of NGOs providing health services in Winam Division $\chi^2 (4,204) = 173.290, p = 0.000$. Correlation test between human resource planning practices and performance of NGOs providing health services revealed a strong positive relationship ($r=0.794$).

The second objective was to assess how career development practices influence performance of selected health service non-governmental organizations in Winam Division. Majority of the employees neither set career goals nor pursued career strategies (Mean=4.14,SD 0.894). The organizations never engaged individual employees to assess training needs for incorporation into succession planning (Mean=3.74,SD 0.859). The training and development plan were not prepared by the supervisor and the respondent, and were not updated based on performance appraisal results (Mean=3.91,SD 0.584).Most respondents said that their organizations did not conduct training on the importance of succession planning, and career related topics i.e., succession planning mechanisms (Mean=3.51,SD=0.928).

It was found out that career development practices in the organization favored succession planning in 50% of the organizations while in the other 50% succession planning was not favored. It was established that there is a significant relationship between career development practices and performance of health service NGOs in Winam Division $\chi^2 (6,204) = 106746$, $p = 0.000$. The spearman rank correlation test on career development and performance of NGOs revealed that there exists a fairly strong positive relationship between the two variables ($r=0.523$).

The third objective was to examine the influence of employee performance appraisal on performance of selected health service non-governmental organizations in Winam Division. Majority of the respondents said they are not appraised on a yearly basis by their direct supervisors and the managers in top management levels (3.83,SD 0.574) and do not get feedback job performance (3.46,SD 0.668). There was also consensus among the respondents that their performance appraisal results are neither used to identify their training needs (3.54,SD 0.606) while most of the respondents were undecided on whether these results are used to correct the deviations that might occur in succession planning progress (3.,SD 0.668).

Chi-Square Test between employee performance appraisal and performance of NGOs that provide health services in Winam Division showed that there is a significant relationship between the two variables $\chi^2 (4,204) = 38.751$, $p = 0.000$. A Spearman Correlation test was also done on the relationship between performance appraisal and performance of NGOs providing health services in Winam Division, it was found out that the relationship was a weak positive ($r=0.014$).

5.3 Conclusions

Based on the findings from the study the researcher came up with the following conclusions:

In relation to the first objective which was to determine the extent to which human resource planning practices influence performance of selected health service non-governmental organizations in Winam Division, the researcher concluded that human resource planning is practiced in majority of the organizations but to a minimal extent. It is further concluded that there is little consistency and commitment from the organizations to make human resource planning work. The researcher also deduces that there is a strong positive relationship between human resource planning practices and performance of NGOs providing health services in Winam Division.

On the second objective which was to assess how career development practices influence performance of selected health service non-governmental organizations in Winam Division, the researcher supposes that majority of the organizations are not keen at having their employees set career goals as to pursue career strategies. It is also concluded that the trainings that are being done to staff are not informed by individual employees to assess training needs; the trainings areas are often identified without the participation of staff. It is clear from the study that career development practices can be strengthened in order to enhance performance of health service NGOs.

The researcher also concluded that there are some practices that are not common among the NGOs in Winam Division as far as career development for succession is concerned. These include equal opportunity for career development; tailoring training programs towards career development; forecasting for employees their career development plans and not having in place a policy governing career growth.

On the third objective; to examine the influence of employee performance appraisal on performance of selected health service non-governmental organizations in Winam Division, the researcher deduces that the appraisal practices are still very weak and often unsystematic and ineffective. The researcher also infers that employee performance appraisal has a significant relationship with performance of NGOs that provide health services but such relationship is positive and very weak.

The study concluded that organizational performance is dependent on high quality personnel at all levels in the organization with career development and proper rewarding scheme to improve employee's level of motivation and performance.

5.4 Recommendations

Based on the findings and conclusions, the following recommendations have been put forth

1. There is need for the NGOs to have well documented human resource plans as well as mechanisms to operationalize them; this should be done with the participation of all the staff and frequent feedback taken for possible modifications.
2. There is need for top management to be sensitized on the potential influence of human resource planning and organizational performance to win their commitment and support.
3. There is need for the NGOs to develop career development guidelines and have each and every employee develop meaningful individual accountability plans clearly outlining their objectives and their career aspirations in line with the guidelines.
4. There is need for the organizations to review their training programs so that they can be able to fully address career development issues among their employees
5. Appraisal and individual accountability plans should be used as a basis for identifying skill and competency gaps in each and every employee and recommending appropriate trainings to prepare employees' for succession.
6. There is need for organizations to support their employees in identifying their learning needs and goals, selecting suitable learning strategies and participating in learning opportunities that place them in a better position with regard to succession planning.

5.5 Contribution to knowledge base

Objective

To determine the extent to which human resource planning practices influence performance of selected health service NGOs in Winam Division

Contribution to body of knowledge

There is a significant relationship between human resource planning practices and performance of health service NGOs in Winam Division $\chi^2(4,204) = 173.290$, $p = 0.000$. This is a strong positive relationship ($r=0.794$).

To assess how career development practices influence performance of selected health service NGOs in Winam Division

Employees would rarely set effective career goals in unsupportive environments. Most organizations never engaged individual employees to assess their training needs for incorporation into succession planning nor were they informed by performance appraisal results.

There is a significant relationship between career development practices and performance of health service NGOs in Winam Division $\chi^2(6,204) = 106746$, $p = 0.000$. The relationship is positive and is fairly strong ($r=0.523$).

To examine the impact of employee performance appraisal on performance of

Majority of the respondents are not appraised on a yearly basis by their direct supervisors neither do they

selected health service NGOs in Winam Division.

get feedback on job performance. There is a significant relationship between performance appraisal and performance of health service NGOs in Winam Division $\chi^2 (4,204) = 38.751, p = 0.000$, it was found that the relationship was a positive one but very weak ($r=0.014$).

5.6 Suggestions for further research

The study established that majority of the sample organizations practiced succession planning but preferred to outsource for employees through advertisement. This study therefore suggests that determinants of outsourcing by advertisements among organizations practicing succession planning be investigated.

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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR GENERAL STAFF INFLUENCE OF SUCCESSION PLANNING PRACTICES ON PERFORMANCE OF SELECTED HEALTH SERVICE NON-GOVERNMENTAL ORGANIZATIONS IN WINAM DIVISION, KISUMU COUNTY, KENYA

Dear respondent

I am a Masters student at the University of Nairobi. As part of the requirement of Masters Degree in project planning and management, I am conducting research for my project on the above subject as a prerequisite for the course. The information you give will be strictly confidential and will only be used for purposes of this study. Your participation is highly appreciated.

RESPONDENT BACKGROUND

A	Gender	[1] Male [2] Female
B	Age	[1] 20 – 29

		[2] 30 – 39 [3] 40 – 49 [4] 50 – 59 [5] 60 – Above
C	Number of years in the organization	[1] Less than 2 [2] 2 – 5 [3] 5-10 [4] 10 and above
D	Highest Level of Education	[1] Certificate [2] Diploma [3] Degree [4] Masters [5] PHD [6] Others (Specify).....

SECTION B: SUCCESSION PLANNING PRACTICES

1. Indicate with a tick (√) your positions on the following statements where 5=strongly Agree, 4=Agree, 3= Undecided, 2= Disagree and 1= strongly disagree

	STATEMENTS	5	4	3	2	1
1	In my organization, predetermined career routes or career paths are identified through the job hierarchies, and succession planning is linear and upward					
3	The organization is in control of succession planning and development					

4	In the organization, the mechanism to accomplish succession planning are through scheduled training programs or job rotation					
5	In the organization, succession planning and management is plotting a course within an organization system that would yield promotions or increases in responsibility as expertise grow and following that course					
	Values Driven					
6.	I seek job assignments that allow me to learn something new					
7.	I am encouraged to work beyond my own department, and interact with people across many departments.					
8.	The environment allows me to work outside of the organization and interact with people in many different organizations.					
9.	I am enthusiastic and energized in new work experiences and situations.					
	Mobility Preference					
10.	I work with my supervisor to assess my competencies level and skills against the required in my job.					
11.	I work with my supervisor to identify my current strengths, weaknesses, and training and development opportunities required to develop my career.					
12.	The individual development plan, which is formulated jointly by me and the supervisor, is based upon the output					

	and is consistent with the mission and goals of the organization.					
13.	My supervisor and I review the Individual Development Plan annually ,and assess periodically my progress toward reaching my goals					
14.	My organization aligns its mission and goals with the individual employees' career aspirations and professional goals, to enhance their career development within and out of the organization.					
15.	My organization reveals its specific development plans, identifies future career planning paths, and the needed competencies to fill critical positions					
16.	My organization is supportive in enhancing my career development opportunities through acquiring new skills; as I always have approval for the requested training and development needs, even if not related to my job.					
	Self-Efficacy					
17.	I am so confident in my ability in truly learning new things or developing new skills aligned with my career development plans.					
18.	I believe I am capable of improving and developing my career-relevant skills that are not related to my past participation in development activities					
19.	For the sake of being placed better during succession planning, I am asking for feedback, on my technical and personal capabilities, from co-workers and managers, accordingly I am willing to receive coaching					

20.	My past participation in a wide variety of development activities empower my current self-efficacy for development					
21.	When I observe others/peers, who are performing tasks similar to mine successfully, this experience helps to bolster my own self efficacy in development					
22.	I always set higher career goals, then pursue career strategies and put in more effort that lead finally to the achievement of these goals					
	Training and Career Development Practices					
23.	The organization is working in partnership with individual employees to assess training needs and incorporate it into succession planning					
24.	The organization promotes equal training opportunity for all employees through implementing the training included in the succession planning.					
25.	My training and development plan is prepared by the supervisor and me, and updated based on performance appraisal results					
26.	I receive training based on the identified training needs in my development plan					
27.	My organization conducts training on the importance of succession planning, and career related topics i.e., succession planning mechanisms					

28.	My organization provides learning and training opportunities that goes beyond today's job and has a more long-term and strategic development goals					
29.	I previously participated in training workshops on succession planning, how to develop individual development plan, and other career related topics					
30.	My organization provides periodic planned job rotation as a succession planning tool					
31.	The training programs outputs are evaluated in relation to the benefit of the training experience and its reflection on succession planning					
32.	I select training and learning opportunities that are compatible with succession planning					
33.	I identify my learning needs and goals, select learning strategies and participate in learning opportunities that place me in a better position with regard to succession planning					
	Performance Appraisal practices					
34.	My performance is appraised, on a yearly basis, by my direct supervisor and the managers in top management levels					
35.	After appraisal session; my supervisor gives me the feedback as the results are used in discovering my job performance problems and their causes.					

36.	To improve my current performance, the results of the performance appraisal are used to identify training needs and development opportunities reflected in the individual development plan					
37.	Performance appraisal results are used to correct the deviations that might occur in succession planning progress, and accordingly my individual development plan is adjusted					
38.	My performance appraisal results is determinant of the annual compensation including salary increase, promotion, and succession planning					

SECTION C: SUCCESSION PLANNING AND ORGANIZATION PERFORMANCE

Indicate with a tick (√) your positions on the following statements where 5=strongly Agree, 4=Agree, 3= Undecided, 2= Disagree and 1= strongly disagree

	STATEMENT	5	4	3	2	1
39.	Our organization is on the right path towards achieving its objectives					
40.	Our organization has always achieved its project objectives					
41.	Our organization utilizes its human resources for optimal project outcomes					
42.	Our Organization has always implemented project activities in a timely manner					
43.	Our organization utilizes its financial resources for optimal project outcomes					

44.	Our organization creates long lasting changes on the lives of the project beneficiaries					
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THE END

APPENDIX II: QUESTIONNAIRE FOR MANAGEMENT STAFF

MANAGEMENT STAFF AND TOP LEADERSHIP UNDERSTANDING OF SUCCESSION PLANNING PRACTICES

1	Gender	[1] Male [2] Female
2	Age	[1] 20 – 29 [2] 30 – 39 [3] 40 – 49 [4] 50 – 59 [5] 60 – Above
3	Number of years in the organization	[1] Less than 2 [2] 2 – 5 [3] 5-10 [4] 10 and above
4	Highest level of education	[1] Certificate [2] Diploma [3] Degree [4] Masters [5] PHD [6] Others (Specify).....
5	Does your organization plan for succession?	

	<p>[1] Yes</p> <p>[2] No (skip to question 7)</p> <p>Explain.....</p> <p>.....</p>
<p>6</p>	<p>If yes in 5 above, who are these replacements?</p> <p>[1] Insiders</p> <p>[2] Outsiders</p> <p>[3] Both</p> <p>Explain.....</p> <p>.....</p> <p>.....</p>
<p>7</p>	<p>What succession planning strategies/plans exist in your organization?</p> <p>[1] Direct mentorship</p> <p>[2] Job rotation</p> <p>[3] Regular trainings</p> <p>[4] Performance evaluations</p> <p>[5]Others (specify).....</p> <p>Explain.....</p> <p>.....</p> <p>.....</p>
<p>8</p>	<p>What are the existing general staff development practices in your organization?</p> <p>[1] Direct mentorship</p> <p>[2] Job rotation</p> <p>[3] Regular trainings</p> <p>[4] Performance evaluations</p> <p>[5]Others (specify).....</p> <p>Explain.....</p> <p>.....</p> <p>.....</p>

<p>9</p>	<p>What is the preferred succession practice when a senior employee leaves the organization?</p> <p>[1] Promotion from within</p> <p>[2] Outsourcing</p> <p>[3] Advertisements</p> <p>[4] Others (specify).....</p> <p>Explain.....</p> <p>.....</p> <p>.....</p>
<p>10</p>	<p>What is the preferred succession practice when middle level employees leave the organization?</p> <p>[1] Promotion from within</p> <p>[2] Outsourcing</p> <p>[3] Advertisements</p> <p>[4] Others (specify).....</p> <p>Explain.....</p> <p>.....</p> <p>.....</p>
<p>11</p>	<p>What is the preferred succession practice when lower level employees the organization?</p> <p>[1] Promotion from within</p> <p>[2] Outsourcing</p> <p>[3] Advertisements</p> <p>[4] Others (specify).....</p> <p>Explain.....</p> <p>.....</p> <p>.....</p>
<p>12</p>	<p>How do you generally recruit your staff?</p> <p>[1] Through Interns</p> <p>[2] Career fairs</p>

	<p>[3] Outsourcing through advertisements</p> <p>[4] Recommendations from partner organizations</p> <p>[5] Promotions from within</p> <p>[6] Others (specify).....</p> <p>Explain.....</p> <p>.....</p>	
<p>13</p>	<p>Please rate the following methods in terms of their effectiveness in identifying potential successors? (1 being most important and 6 being least important)</p> <p>[1] Self nomination</p> <p>[2] Performance Evaluation Ratings</p> <p>[3] Supervisor</p> <p>[4] Head of department</p> <p>[5] Management</p> <p>[6] Others (specify).....</p> <p>Explain.....</p> <p>.....</p> <p>.....</p>	
<p>14</p>	<p>Please indicate which of the following methods would be most effective in assessing development needs? (1 being most important and 4 being least important)</p>	<p>[1] Self assessments</p> <p>[2] Performance Evaluation Ratings</p> <p>[3] 360-degree feedback</p> <p>[4] Interviews</p> <p>[5] Others (specify).....</p>
<p>15</p>	<p>How important do you think it is to implement a formal succession planning system?</p>	<p>[1] Very important</p> <p>[2] Important</p> <p>[3] Somewhat important</p> <p>[4] Not important</p>

16	Please indicate which of the following methods would be most effective in assessing development needs? (1 being most important and 4 being least important)	[1] Self assessments [2] Performance Evaluation Ratings [3] 360-degree feedback [4] Interviews [5] Others (specify).....
17	Do human resource planning practices in your organization favor succession planning?	[1] Yes [2] No
18	Do career development practices in your organization favor succession planning?	[1] Yes [2] No
19	Do employee performance appraisal in your organization favor succession planning?	[1] Yes [2] No
20	Rate the performance of your organization in respect to effectiveness and efficiency?	[1] Outstanding [2] Very good [3] Average [4] Below average

SECTION C: SUCCESSION PLANNING AND ORGANIZATION PERFORMANCE

Indicate with a tick (√) your positions on the following statements where 5=strongly Agree, 4=Agree, 3= Undecided, 2= Disagree and 1= strongly disagree

	STATEMENT	5	4	3	2	1
21.	Our organization is on the right path towards achieving its objectives					

22.	Our organization has always achieved its project objectives					
23.	Our organization utilizes its human resources for optimal project outcomes					
24.	Our Organization has always implemented project activities in a timely manner					
25.	Our organization utilizes its financial resources for optimal project outcomes					
26.	Our organization creates long lasting changes on the lives of the project beneficiaries					

THE END

THANK YOU FOR TAKING YOUR TIME TO PARTICIPATE IN THIS STUDY

APPENDIX III: SAMPLE SIZE ESTIMATION TABLE

RV KREJCIE AND D.W MORGAN (1970)

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	300	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354

35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	30	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	156	700	248	2400	331	75000	382
95	76	270	160	750	254	2600	335	1000000	384

APPENDIX IV:LETTER FROM THE UNIVERSITY



UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
KISUMU CAMPUS

Our Ref: UON/CEES/KSM/4/13

Your Ref:

Telephone: 057-2021534 Ext. 28626

University of Nairobi Plaza
Oginga Odinga Street,
P.O. Box 825,
KISUMU, Kenya.

27th October, 2014

TO WHOM IT MAY CONCERN

RE: OTIENO IRENE ADHIAMBO - REG NO: L50/65193/2013

This is to confirm to you that the above named **Otieno Irene Adhiambo** is a student of the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education undertaking Masters in Project Planning and Management in Kisumu Campus and she has successfully completed her course work and examinations as required.

In partial fulfilment of the requirements for the Masters in Project Planning and Management, **Irene** is undertaking research for her Masters Project. We therefore request you to allow her access the data/information she may need for the purpose of her study. Any assistance, information or data collected is needed for academic purposes only and will therefore be treated in strict confidence.

We would appreciate any assistance that may be given to her to enable her carry out the study.

Thank you.

Dr. Raphael O. Nyonje, PhD
RESIDENT LECTURER
KISUMU CAMPUS



ISO 9001: 2008 CERTIFIED

The Fountain of Knowledge Providing Leadership in Academic Excellence

APPENDIX V: LETTER FROM NACOSTI



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 310571, 2219420
Fax: +254-20-318245, 318249
Email: secretary@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

9th Floor, Uitalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No.

Date:

7th July, 2015

NACOSTI/P/15/1233/6183

Irene Adhiambo Otieno
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *"Influence of succession planning practices on performance of selected Non-Governmental Organizations that provide health services in Kisumu County, Kenya,"* I am pleased to inform you that you have been authorized to undertake research in **Kisumu County** for a period ending **6th November, 2015.**

You are advised to report to **the Directors of selected Non Governmental Organizations, the County Commissioner and the County Director of Education, Kisumu County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


SAID HUSSEIN
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The Directors
Selected Non Governmental Organizations.

The County Commissioner
Kisumu County.



National Commission for Science, Technology and Innovation is ISO 9001: 2008 Certified

APPENDIX VI: RESEARCH PERMIT


**THIS IS TO CERTIFY THAT:
MISS. IRENE ADHIAMBO OTIENO
of UNIVERSITY OF NAIROBI, 3941-40100
KISUMU, has been permitted to conduct
research in Kisumu County**

**Permit No : NACOSTI/P/15/1233/6183
Date Of Issue : 7th July,2015
Fee Received :USD. 10**

**on the topic: INFLUENCE OF
SUCCESSION PLANNING PRACTICES ON
PERFORMANCE OF SELECTED
NON-GOVERNMENTAL ORGANIZATIONS
THAT PROVIDE HEALTH SERVICES IN
KISUMU COUNTY, KENYA.**

**for the period ending:
6th November,2015**




**Director General
National Commission for Science,
Technology & Innovation**

.....
**Applicant's
Signature**

CONDITIONS

- 1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit**
- 2. Government Officers will not be interviewed without prior appointment.**
- 3. No questionnaire will be used unless it has been approved.**
- 4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.**
- 5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.**
- 6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.**



REPUBLIC OF KENYA



**National Commission for Science,
Technology and Innovation**

**RESEARCH CLEARANCE
PERMIT**

Serial No. A **5670**

CONDITIONS: see back page

APPENDIX VII: MAP OF KISUMU COUNTY

Figure 3.1: Map of Kisumu County showing the associated sub counties

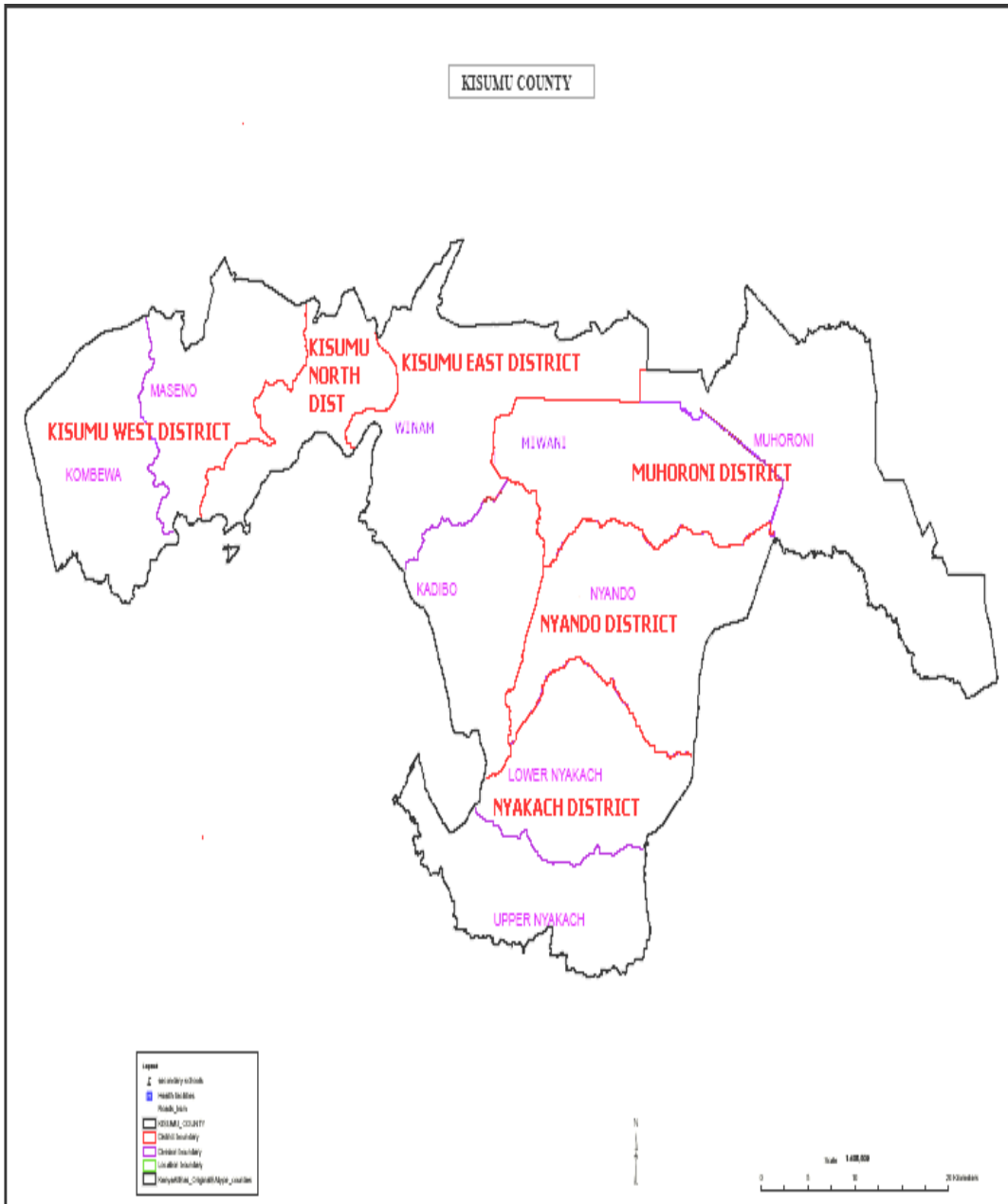


Fig 3.1