

**PERCEIVED EFFECTIVENESS OF SUCCESSION MANAGEMENT AND CAREER  
DEVELOPMENT PRACTICES ADOPTED BY THE MINISTRY OF PUBLIC SERVICE,  
YOUTH AND GENDER AFFAIRS IN KENYA**

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## DECLARATION

I declare that this research project is my original work and has not been submitted to any Other University or Institution for award of a degree

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## **DEDICATION**

This work is dedicated to my children Dennis Kithia and Lillian Kithia. Special dedication to my late husband James Kithia, for and his deep conviction that education is key to progress. His support in my early days is unequaled. His words that ‘an educated wife is an educated family’ still ring in my mind.

I give all glory to God the Father, the Son and the Holy Spirit.

**HALLELLUYAH! HALLELLUYAH! HALLELLUYAH!**

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## **ABBREVIATIONS AND ACRONYMS**

<b>CARPS</b>	Capacity Assessment and Rationalization of Public Service
<b>CEO</b>	Chief Executive Officer
<b>CIPD</b>	Chartered Institute of Personnel and Development
<b>DPSM</b>	Directorate of Public Service Management
<b>HCT</b>	Human Capital Theory
<b>IPPD</b>	Integrated Personnel Payroll Data
<b>MPSYG</b>	Ministry of Public Service, Youth and Gender Affairs
<b>NASPE</b>	National Association of State Personnel Executives
<b>SPSS</b>	Statistical Package for Social Science

## ABSTRACT

Human resource is the most important asset in any organization. Human resources are the think tanks that organize and move other resources to produce goods or offer services. As much as human resources are cherished by the organizations as the biggest and most important contributors to organizational success and performance, they are not permanently owned by organizations and can leave at will. Leadership succession is an enormous problem facing many organizations and unless successful succession management systems are developed and implemented, leadership transition will remain a high strategic risk. This study therefore sought to investigate perceived effectiveness of succession management and career development practices adopted by the Ministry of Public Service, Youth and Gender Affairs (the Ministry). This study was anchored on Human Capital Theory and carried out through a descriptive survey. The targeted population was the 772 employees in the Ministry. The research used stratified sampling technique. The data was collected from 154 respondents by use of a questionnaire and was analyzed quantitatively using descriptive statistics. The findings of this study revealed that most of the practices adopted by the Ministry are effective. However, it was further discovered that the Ministry was not practicing talent management, employee empowerment, and career counselling. The study concluded some practices in the Ministry are moderately effective while strategies need to be put in place to address the practices that are not effective. Therefore, to ensure effectiveness in succession management and career development, the study recommends that the Ministry formulates strategies and policies to ensure all practices are effective.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background to the Study

People are the most important resource in the work place is a common place that one will hear in discussions on human resource management as this refers to the resource that organizes and moves other resources to produce goods and offer services. As much as human resources are critical to an organizations performance, they cannot permanently be owned as they are free to move at will. This makes it extremely important for organizations not to just recruit human resource but ensure they make use of the human capital in them strategically to gain a competitive advantage (Huang, 2001). Human resource is the most crucial component in any organization's resources. In an organization, it is not enough to have physical resources but of competitive advantage is the capability of human resource to utilize them. John (2007) averred that it takes a long time to build capacity and develop valuable senior managers thus a succession plan exists mainly for the purpose of assured continuity in leadership. In addition, succession planning helps organizations to plan for any disasters brought about by abrupt losses of employees especially caused by death and early retirements. Charan et al (2001) in their study noted that succession planning increases the availability of employees with the right competences in their right numbers to take up positions as they become available thus ensuring continuity and smooth running in an organization.

Succession management as a global discipline should be based on a set of theoretical frameworks that have been tested and accepted universally. Issacson and Brown (1991) averred that the most significant ideas in labour economics is to think of the valuable skills in the human resources as a form of capital in which workers have invested in. Becker (1964) in his Human Capital Theory

considers succession planning as both an investment in general usage and specific human capital. This corresponds to the stock of knowledge, abilities, skills and attitudes that the worker has, either inherent or gained in the process of experience or learning that contribute to their performance. This enables us to think of not only the years that people have spent gaining knowledge in school, but also of a variety of other attributes as part of human capital investments among them training and attitudes towards work. The returns of specific training are most often realized in an ongoing relationship with the training firm, but general training increases the value and employability of a worker in many firms besides those providing it. Succession management is more often than not underdeveloped, unevenly executed, and sometimes simply ignored (Dalton & Dalton, 2007).)

### **1.1.1 Succession Management Practices**

Succession management has been defined in various ways by different authors. According to Hoch (2013) succession management is an effort to deliberately and systematically identify pools of employees with high-potential at all levels, who are capable of giving leadership to ensure an organization achieves its mission. Armstrong (2009) defines succession management as the process of identifying and taking stock of talented employees in an organization so as to ensure that there are enough people with the right skills, knowledge and attitudes, at the right time to occupy key roles when they are needed. He further says that succession management is based on information supplied by human resource audits, the number of resources in the organizations and the number of employees that are required and organizations performance.

Succession management is an organized approach that is targeted at building leadership pool for continuity through developing capable people to succeed in a way that best fits the positions to ensure that performance yields best returns on investment. This approach recognizes that some

jobs are very critical in an organization and cannot be left vacant and must be filled with the right people. If properly done, succession management is critical to achieving the mission of the organization. It also creates an environment where developing and retaining top leadership talent is recognized (Allison, 2005). Succession planning therefore involves scanning the environment to assess demand and forecast supply, followed by developing a pool of talent, identifying critical positions and identifying and selecting the right people to fill them to support the organization's strategy. Succession planning also entails ensuring that institutional knowledge is effectively transferred and institutional memory preserved (Garman & Glave, 2004). According to Hills (2009), succession management is not just about filling the top positions with people but a strategy that ensures the right skills are retained in the organization to respond to the rapidly shifting sands that make up today's business environment. Glenn (2007) says that succession management is about securing top leadership for future needs to critically respond to organizational performance which responds by winning the changing work environment. It is a dynamic and important business process, embracing market imperatives to integrate the process of identifying, assessing and developing of talent with long-range strategic planning.

Mehrabani and Mohamad, (2011) in their study, asserted that the various factors like training, clarifying the employees career path, creating positive vision, strong organizational culture, technology advancement, flat structure and financial conditions are paramount to effective implementation of succession management: This is to say, trained people are more empowered and may therefore be available for succession. They noted that implementation of a successful succession planning system needs support from top management. An organization should also clarify the career path for employee which is important in helping them to understand their career objectives. Additionally, it is important to create a positive perception of succession

management among employees to avoid creating fear about the security of their positions in the organization. Furthermore, creating a conducive working environment that creates a positive organizational culture for employees, ensures smooth succession planning. Employees can consider and own these values to guide their everyday performance. Preparing employees for new positions is also affected by technology. Succession management equally flourishes more in an environment where structures are flat since this gives opportunity to better communication and therefore knowledge sharing. Effective succession management also depends on availability of finances.

### **1.1.2 Career Development Practices**

Career development can be defined as movement of an employee through a defined career path, rising to higher levels in a vertical position and how the individual interprets that movement. The individual has a relationship with the organization and its growth through their career. Career development therefore satisfies the needs of the employees as well as those of the organization (Beardwell et al, 2004). According to Armstrong (2001) the organization needs to meet its goals through the individual and this way career development becomes important to the organization. This is so because the individual needs the organization to develop and the organization needs the individual to achieve its mission. This interaction between the organization and the employee is for mutual benefit. Employees develop their career through continuously acquiring management and professional skills and competences which may be rewarded through promotion or other ways. Career development involves movement of employees to higher status and responsibilities in an organization or where employees move from one organization to another or a combination of both. Career development does not necessarily mean vertical movement in the same career but may also be moving from one career field to another.

Beardwell et al (2004) concur that career development is not necessary upward movement in a career ladder but involves the development of the individual over time; and that employees are growing through continuous learning and experiences. Career development would also refer to alternative career paths depending on the needs of the organization and the individual. As Capelli and Hamori (2005) point out when a manager has not been able to move up the ladder, it may deny him chances of making it to the top.

An employee career development covers working life. From the start, it involves induction, training on the job, job experience, short and long courses in the professional field including post graduate degrees or diplomas. To make effective contribution to today's competitive market, an organization requires employees with necessary skills. Therefore, an ambitious, confident, valued and loyal workforce to deliver high quality services is needed. The dynamic and modern environment requires continuous managerial and professional development by developing structures needed for now and for the future. An organization should invest in training and development of employees to ensure effective succession management for the purpose of the organizations performance (Armstrong, 2001).

Management development is an investment in training which brings about evident results in the long run (Bankers, 2003). Nakauka (1998) concurs that training motivates and creates the desire for employees to perform excellently. In her study, she noted that training is important in harmonizing individual needs to the organizational needs. Torrington and Hall (1995) noted that the individual is responsible for his career development even though the organization may be involved in facilitating and giving support. An employee needs to pursue training that is consistent with the goals and objectives of the organization to advance his career within the



organization. Mullins (2005) also confirms that an individual needs to pursue development which is relevant to the organization if they expect the managements support. Graham and Bennett (1995) concur in their discussion that employees need to ensure they are driving their development agenda in the organization by identifying and pursuing career priorities that are consistent with their performance targets and achievements.

### **1.1.3 Ministry of Public Service, Youth and Gender Affairs**

The Ministry of Public Service, Youth and Gender Affairs is part of the newly structured Ministries in Kenya under the new constitution whose mandate is to provide strategic leadership and guidance on management and development of human resource in the Public Service. The Ministry houses the Directorate of Public Service Management which carries the technical department of Human Resource Management, Development and Policy whose responsibility is developing policy frameworks for human resource management and development, and training and capacity building in the Public Service (Executive Order Paper No. 1, 2016).

The Ministry has an elaborate career structure graded from the lowest Job Group ‘A’ which is the category of a support staff to the highest Job Group ‘U’ which is the grade for a Principal Secretary. The Ministry is headed by a Cabinet Secretary who is a political appointee thus not graded in the regular civil service structure. Different careers in the Ministry are managed through respective schemes of service. After entry into the service, upward movement is determined through common establishment where one moves to the next job group after completing a prescribed period of service supported by satisfactory performance. Different careers have different entry points, different schemes of service and different common establishments. After an employee reaches the end of the respective common establishment, the next level of upward movement is achieved through competitive recruitment where positions are

advertised and the best candidate is appointed. Despite this elaborate succession management and career development structure, supported by various other practices, the Ministry of Public Service, Youth and Gender Affairs and the wider Public Service continue to experience succession management and career development gaps evidenced by an aging Public Service.

## **1.2 Research Problem**

Leadership succession is an enormous organizational problem and unless successful succession management systems are developed and implemented, leadership transition remains a high strategic risk (Landau, 2010). According to Timbe and Sira (2013), challenges are inevitable in running any organization and include attracting and retaining of competent personnel. However, these challenges act as alerts to the management if they are identified in time thus the need for creativity and innovativeness in developing strategies to counter hitches. An effective organization requires a pool of individuals who are qualified to accept increasing responsibilities to move into other higher level jobs with reasonable facility (Sing et al, 1992). Eshitei (2013) stated that succession management is a strong factor in determining whether employees continue to work in an organization especially if they are assured of growth opportunities and job satisfaction. Gerald et al (2011) note that succession management is basically identifying the employees who are in the organization, and determining who is available to fill in a post in case there is need. It is filling in positions through internal sourcing by identifying and developing people from within the organization to take up positions of leadership. Loew, (2015) says that in the past, succession management was nothing more than replacement planning and often resulted in organizations that were not prepared to fill vacant critical positions with qualified talent.

The Kenya Civil Service faces critical succession management challenges evidenced by an aging service. Analysis of the human resource at the Directorate of Public Service Management

(DPSM) indicates that about 50% of the employee population is aged forty (40) years and above. Those that have attained the optional retirement age of 50 years (under the fifty year rule) are about 30 percent. The mandatory retirement age in the Civil Service is 60 years (IPPD payroll data, February, 2016). In addition, the Capacity Assessment and Rationalization of Public Service Programme (CARPSP) report indicated that 31 % of the Civil Service workforce will exit the service by 2017 while another 30% will exit between 2017 and 2021 (mpyg, 2016).

Various studies have been conducted on succession management and career development in different contexts. For instance, Maalu (2010) concentrated on the influence of succession planning on performance and gave scanty information on succession management practices. Mwiti (2010) researched on succession planning process at Josra coffee company. Although this study gave some information on succession management practices, it did not exhaustively address the wider range of practices. Chepkwony (2012) researched on talent management and succession planning in business strategy among banks that operate in Kenya. Despite that this study made great efforts to address succession planning, it was limited to the banking context.

A review of the above literature indicates that no study has been done on perceived effectiveness of succession management and career development practices in the Ministry of Public Service, Youth and Gender Affairs and this research therefore helped in filling this knowledge gap. The research problem was summarized in the following question: what is the perceived effectiveness of succession management practices adopted by the Ministry of Public Service, Youth and Gender Affairs?

### **1.3 Objective of the Study**

This study sought to investigate perceived effectiveness of succession management and career development practices adopted by the Ministry of Public Service, Youth and Gender Affairs.

### **1.4 Value of the Study**

This study gave an insight on perceived effectiveness of succession management and career development practices adopted by the Ministry of Public Service, Youth and Gender Affairs.

This will enable the human resource managers to adopt best strategies in practicing succession management and take appropriate action to ensure availability and sustainability of capable staff who are ready to assume key or critical roles in the Civil Service.

The study further enriched the policy direction for the Ministry of Public Service, Youth and Gender Affairs charged with the responsibility of providing strategic leadership and guidance to the government on human resource management and development and in developing policies on succession management and career development in the Civil Service. The study raised the importance of succession management and career development as areas of particular attention in the management of human resources in the Civil Service.

The study added value in understanding succession management and career development practices. It further provided reference material for other scholars and academia in addition to the existing literature. It also established areas of further interests, and is a source of referred materials. The study also adds value to existing knowledge in the world of academia. The study further provided basic information in developing succession management and career development as a field of study in the subject of human resource management at various levels.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This Chapter covered literature on succession management and career development practices. The Chapter covered theoretical foundation of the study, succession management and career development practices, human resource planning, career management, talent management, performance management, employee empowerment, training, career counseling, coaching, and mentoring.

### **2.2 Theoretical Foundation of the Study**

This study anchored on Human Capital Theory (HCT). HCT recognizes human capital as skills that a worker has which accounts for a various inputs. In general terms, human capital refers to the amount of knowledge or attributes an employee has, either inherent or acquired in the course of experience or learning that contributes to performance.

This refers to not only the years of schooling, but also school quality, training, attitudes towards work which make up various attributes and characteristics of human capital inputs among others (Becker, 1964). Becker argues that, in an environment where labour market is competitive, organizations will be willing to put more resources in specific training which is relevant to performance. Specific training is preferred by employers since the skills cannot be transferred to other organizations. Though organizations prefer specific training since it cannot be transferred to other organizations, the employees on the other hand, would benefit more from general training since it widens the scope for their employability. HCT concludes that employees will share the proceeds and training cost in a firm specific investment but organizations would rather invest in firm specific training because they are not assured of getting returns from general training.

Becker views human capital as directly useful in the production since the knowledge, skills, abilities and competences that a worker has increase their performance in general. He intimates that though the role of human capital in the production process may be quite complex, it increases an employee performance generally in all tasks in the organizations. In this view therefore, there is a sense in which we can think of human capital as represented by an undimensional object, such as the stock of knowledge or skills and this stock is directly part of the production process. According to Armstrong (2009), education and training develops employee's skills which create a stock of dynamic and creative capital. According to Gardener (2009), there are many types of skills and therefore we should think of human capital as dimensional. This view emphasizes that there are skills that are mental in nature while others are physical. Bowles and Gintis (1975) look at human capital as the ability for employees to work in an organization and acclimatize to it being able to take orders in a bureaucratic manner. This means that the role of learning is to instill in employees correct ideology and attitude towards life. Schuler (1961) further says that human capital is viewed to fit in an organization and adapt to its way of doing things. From this viewpoint the purpose of learning is to instill in employees the right attitudes towards life. Schultz (1961) further suggests that the capacity to adapt is also human capital. According to this approach, human capital is particularly useful in dealing with unstable or changing environment which employees have to face and workers have to become accustomed to.

Human Capital Theory is applicable in succession management because it regards human resource as investment. Development of human resources through learning and development is an investment rather than a cost, which leads to better organizational performance thus creating a

competitive advantage. In addition, Human Capital Theory denotes succession management as a process of quantification/measurement of human resources.

### **2.3 Succession Management and Career Development Practices**

Viewing succession management with career development provides the organization with what is needed by the employer and also what is needed by the employee. Both the organization and the individual perceive a situation where both are winners in reciprocal and equal victory. Career development and succession management go hand in hand. When career development and succession management go hand in hand and are linked to the organization's vision, the employees are in a position to align their personal aspirations to the needs for the current situation and future, which results to a mutually beneficial arrangement (Sylvia, 2005). When succession management is properly linked to individuals aspirations, it can lead to a higher rate of retention for employees and create a good environment for developing talent. This creates a competitive advantage for the organization (Rothwell, 2005). Lynne (2009), did her research on the effectiveness of succession planning in SARS Port Elizabeth and found out it was of great significance in today's world to incorporate succession management programmes with career development programs. Lynne concluded that in a business strategy, succession planning is a primary component to ensure good corporate governance. To preserve economic growth and organizational viability, succession management programmes help to ensure continuity and create needed talent. On the other hand, for individuals to discover their career goals and provide reasons to qualify for advancement, career management programmes need to be in place. They will also help individuals to keep their skills current which enhances employability. Therefore, it is essential to integrate career plans and succession since they enable organizations to focus on talent an organization needs in its development efforts (Rothwell et al, 2007).

While different organizations may have different components in their succession plans, there are elements that are fundamental for a succession management programme to be effective. Eastman (1995) in his list included management support and ownership of the programme by line managers and support staff. He further noted that it should evolve through human resource reviews, employee input, broader management development effort and be incorporated with other systems in human resource management (Tracy et al, 2004).

Career development should be based on merit and should follow a clear path that is understood by employees through the ranks of an organization. Career development should not be discriminative either on account of race, gender, age or ethnicity. Employees will put in their best when they realize that each one of them stands an equal chance and this will make them more productive. Graham and Bennet (1995) confirmed this and noted that motivation of employees to work hard may by itself be as a result of career advancement prospect. It is the desire of employees to move progressively in an organization where they work. Career development, usually involves alternative career paths based on the needs of the individual employees and the needs of the organization. Capelli and Hamori (2005) pointed out that if a manager does not progress in his career for any reason, it compromises his chances of moving to the top. Kelly (2012) explored the career development among commercial banks in Kenya. She established several career development practices evident among commercial banks in Kenya that include existence of career growth information for employees, treating career development as a core HR function, practicing career counseling, incorporating career growth into the appraisal process, encouraging employees to pursue higher education as a way of uplifting skills, training program and undertaking of professional programs by employees to assist them achieve career objectives.



### **2.3.1 Human Resource Planning**

Bulla and Scott (1994) infer that, when an organization's human resource requirements are identified and plans are made for satisfying them, then that is human resource planning. Reilly (2003) on the other hand argues that the process in which an organization makes an attempt to estimate the demand for workforce and assess the supply including its source, is human resource planning. According to Torrington et al (2011), organizations need to make themselves attractive to talent and employer branding to better their chances of recruitment and retention. This can be done through marketing the organization to their current and potential employees in the same way they market their brands to customers. As such, human resource planning requires talented people to be rightly placed in the right jobs doing the right things at the right time.

M'Carthy (2013) asserts that Organizations that practice human resource management successfully as measured by end result appear to follow most of the best practices in implementation of succession planning. These involve regular talent reviews, identifying viable successors for key positions; taking a pipeline approach to development; managing the irrational and emotional dynamics of succession; assessing performance of potential successors; integration of succession management with performance management; and making a serious commitment to development in terms of time and resources. According to Molina (2013) there are three succession management best practices geared towards growth and business continuity namely; benchmarking, looking into the future and keeping it dynamic.

### **2.3.2 Career management**

Career is a process through which people move in sequential manner in jobs that are related and arranged in a hierarchical order (Inkson, 1995). According to Pattanayak (2004), career management refers to growth opportunities of an individual from when they enter into a job to

when they retire in an organization. Armstrong (2009) concurs that when employees are provided with an opportunity to progress and develop in their careers it is career management as long as there is a flow of talent the organization needs. According to Wilensky (1961) career management interventions in organizations include clear career paths, career planning, opportunities for training and development, personal development plans and mentoring programs among others. Kannard (1988) says before coaching and counseling, it is important to identify characteristic career path that the employee tends to follow.

Heathfield (2016) states that employees who are aware of their career progression by knowing that a next role awaits them get motivated and enjoy job satisfaction. This enhances their effectiveness and value as workforce. Knowledge of the organizations strategy for advancement strengthens career development and opportunities. This knowledge and the opportunities it presents is what employees want most from their employer. This way the supervisor is presented with a situation where he can make sure the employer has a career path that moves the organization to the next level by identifying the skills, experience and development opportunities. Heathfield avers that it is an advantage for an employee to have a career path that moves him or her to the right direction through the help of their manager or supervisor. For an employee to get competences and education needed for career progression, the input by the supervisor is key. According to a study by Kimani & Gachunga (2013) in their study of the Civilian staff at the Ministry of Defence, Kenya, to determine the influence on career management practices on employee engagement, it was noted that employees know the next level of their career. This is made possible by the issued guidelines on the competences one needed to have to move to the next level in their career. It was also noted that supervisors advise the people under their purview

on what is required for them to move up their career ladder to meet the needs of the organization. Their conclusion was that employees are well aware of qualifications required to get a promotion.

### **2.3.3 Performance Management**

According to Jolla (2016) in an organization, the communication process that involves both the manager and the employee in regard to meeting performance targets is referred to as performance management. The emphasis on performance management in where we are considering talented people to fill in top positions, it is therefore crucial to assess the "bench strength" of an organization. An organization will need to put in consideration employee's desired behaviour, defined performance dimensions, all tied to individual performance targets to be sure that performance management is in place. Promotion of employees should therefore be based on their performance. To this end, an effective strong performance management should be based on appropriate performance management systems and tools all aligned to functions and responsibilities of supervisors and employees which must be in line with the strategic vision of the organization. The challenge in performance management is creating consistency in standards and accountability and equally applying and demonstrating them among employees across all functions and departments. The practice of performance management therefore need to involve performance systems, tools, and the practice of performance Management itself. Jola notes that high performing staff will expansively move from one position to another if there is an integrated approach to succession management where performance is assessed objectively.

K'Obonyo, et al (2013) in their study of small and medium family business in Nairobi, Kenya noted that it was not conclusive to establish a clear relationship between succession and performance. Yadav and Dabhade (2013) in their study noted that performance management system that covers all units and functions is indicative of strong and healthy performance

management system. Yadav and Dabhade study recommended effective succession management and career development practices that support performance and that promotions be based on performance.

#### **2.3.4 Training**

According to Tanzania Institute of Bankers (2003), training imparts knowledge and it changes attitudes about work. The continuous process of learning and training enable employees to grow and develop. Training helps improve retention, improve job satisfaction and increase levels of contentment. Staff who are given promotional training enjoy high morale and thus more efficient. Torrington and Hall (1987) asserted that employees who were trained exhibited effective performance and higher level of job satisfaction. According to Mullins (2005), training boosted competence which would lead to better performance therefore providing more opportunities for career progression in an organization. To this end, for employees and particularly managers, training is important for career development. As noted by Beardwell et al (2004), after training, employees are able to handle more demanding jobs and therefore require commensurate compensation since they do not only put in more effort but have become more skilled, thus perform better.

The appreciation and acknowledgement that human resource is key to an organization's existence has also made urgent the need for building and enhancing capacity (Ahmed and Hanson, 2011). When an organization trains its employees to improve their capabilities, it is in essence investing in improving knowledge and skills of its employees which is realized in efficiency and effectiveness in employee's productivity (Wastad & Ospina, 2009). Tsang (1999) outlined the benefits of training among others as enhanced job satisfaction, additional career options and less employee turnover. Schneider (2008) noted that one of the determining factors

for employees to leave an organization was training. According to the case study of Nokia Networks Kenya by Wapukala and Juma (2016) on the influence of graduate trainee programme on employee performance, the study noted that training has significant influence on employee performance.

### **2.3.5 Talent Management**

According to Armstrong (2009), identifying, developing, recruiting and deploying the talented people in an organization is talent management. According to a report by CIPD (2007), talent is making a difference in an organization by individuals by demonstrating potential through performance. Morton (2005) argues that managing talent includes attracting, retaining talent, developing talent and managing talent. In developing talent, Dell and Hickey (2002) explained that an employee's talent is critical to corporate strategy and in succession planning which cannot be avoided. According to Hirsh (2000) in his article; Succession planning demystified, the role of talent management and succession planning should never be just a function of HR alone, because this is a top-down and bottom-up process that needs to be lead. The leadership has therefore to ensure that right strategy and processes are in place to build talent for the organization both in the short and long-term. According to Lamoureux et al (2009), consistency, quality and reliability of data including, talent review attendance and business strategy alignment are key attributes in talent review process which is best practice in succession management in organizations.

Chepkwony (2012) did a study among commercial banks in Kenya to establish the link between talent management practices, succession planning and corporate strategy. In the findings, it was established that corporate strategy, talent management practices and succession planning have a direct link. Eshitei et al (2013) did a study on sugar companies in Kenya, to establish the effects

of succession planning programs on staff retention and found out that among the factors that influenced retention of employees, was succession planning programs through provision of growth opportunities thus leading to job satisfaction.

### **2.3.6 Employee Empowerment/Involvement**

According to Armstrong (2009) employee empowerment is mainly concerned with an atmosphere in which there is free communication between employees and the managers and where employees are clear on what is expected of them to meet the organization mission, values and objectives. Employee involvement enhances commitment when they are allowed to participate in decision making and they know that their ideas are taken into consideration. According to Argyris (1998) employee empowerment has been accepted as a solution for improving performance in organizations. This fairly new practice gives options and freedom space that was not allowed before. Lawler et al (1992) found out that employees experience more control and autonomy if they are empowered. They also become more innovative which makes the organization to yield greater returns. According to Vogt and Murrel (1997), organizations throughout the world need to practice employee empowerment as part of employee development for the success of organizations. According to Randolph (2000), giving employees sufficient authority and availing resources to make them succeed in jobs and creating a conducive working environment while providing proper tools to enable them contribute to the organizational performance at a higher level is in the real sense employee empowerment. A study by Yadav & Dabhade (2013) in Maharatna companies, on performance management systems made a recommendation that in setting their objectives, top level management should involve and seek consensus of the lower management and supervisory staff.

Gul et al (2012) in their research on Employee Retention in the banking sector of Pakistan on the role of capacity development, employee empowerment and promotion, found out that one of the strategies to retain key employees was employees empowerment. They noted that managers could use this strategy to make necessary decisions which are pertinent to the organization.

### **2.3.7 Career Counseling**

Jackson et al (1996) state that career counseling is a career development practice that consists of various and different transitions due to the ever changing work environment. According to Watts, (1996) career counseling becomes more necessary as people go about their careers due to many people and job changes. McAuley (1998) asserts that the practice of counselling should move beyond work and focus on helping people deal with their personal issues which affect their work. Aisenson et al (2004) argued that career counseling deals with assistance given to employees to assist them through their career choices. It entails assisting people to make development and occupational choices that will help manage their careers. Bechler & Woodward (2009) asserts that career counseling practice helps employees have a clear vision of their aspirations, understand themselves, and make informed decisions, which all assist in managing their career changes, whether planned or otherwise in line with the institutional objective. Employment counseling practice helps employee to get a clear picture of their employment goals and access development opportunities.

According to Okoth (2014) in her study on workplace counselling services, she found that the majority of staff agreed that workplace counseling had benefits which included promoting a good working environment, clarity of career goals, assisting staff to develop effective coping skills and personal wellbeing. According to Nyasa et al (2013) in their study on counseling and its role in changing employee behavior, it was found that employees have high respect for the

role of workplace counseling arguing that it reduces rate of absenteeism, grievances, and dismissals. Ekpang (2015) in an article on counselling for effective work performance: a way for service improvement noted that personal problems sometimes affect employees work performance, cause absenteeism and make it difficult for employees to concentrate on their jobs and thus concluded that workplace counseling was helpful.

### **2.3.8 Coaching**

Rothwell et al, (2007) aver that mentoring and coaching are aspects of succession planning which are important in developing employees in their career planning and can enable an individual to qualify for advancement. According to Ogara (2006), coaching emerged as a career development practice in organizational psychology. Coaching is a practice that involved different approaches and disciplines among the psychological theories and research methods and intervention strategies to workplace issues. Management coaching in particular has become increasingly popular as a career development practice. According to Libri (2004), coaching as a primarily career development for a short-term intervention involves providing learning by supervisors and on the job training which enhance performance and improvement of the employee. Coaching as a career development practice is a tool for building capacity particularly in the field of leadership development. According to recent research, employee competence is made strong when there is mutual commitment between the employee and the coach in a co-learning relationship (Chawla & Renesch, 1995). According to a study by Olivero et al (1997) on the effects of coaching, it has emerged that organizations concentrate coaching more on the employees that they want to retain.



### **2.3.9 Mentoring**

According to Murray (1998) mentoring is a career development practice which entails giving support to employees in order to improve their performance potential by improving their skills and achieving their best in line with the organization's objective. Covey (1992) states that mentoring can be traced to Greek mythology. This is seen when Odysseus went to fight in the Trojan War, and left his family to an old, trusted family friend, mentor to take care of his household and entrusted the responsibility of educating and protecting his son Telemachus. De Bono (1985) says that a mentor brings into mind an image of a trusted friend who can offer wise counsel. Hailey (2006) compares mentorship to a dance where one makes a move then the other one follows. Hadden (1997) described mentoring as an interaction between two people which is aimed at exerting a positive influence.

Viator& Scandura (1991) in their study of the relationship between a mentor and protégé noted that in an organization, employees who have a mentor feel more assimilated in the organization and have a better chance of being promoted since they understand the organization better and their performance is high.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter describes the research design, target population, sampling design, data collection and data analysis methods to be used in the study.

### **3.2 Research Design**

The study was carried out through a descriptive survey and was used to establish the perceived effectiveness of succession management and career development practices which have been adopted by the Ministry of Public Service, Youth and Gender Affairs. According to Kothari (2004) descriptive research is a powerful form of quantitative analysis. Hence, this design was found to be the most appropriate for this study.

### **3.3 Target Population**

Mugenda and Mugenda (2003) defined population as the set of all units of analysis in one's problem area. The population of interest for the study includes the employees in the Ministry of Public Service, Youth and Gender Affairs with a population of 772 employees distributed across three Directorates namely the Directorates of Public Service Management, Youth and Gender Affairs as at February 2016.

### **3.4 Sampling Design**

Sampling in research is important since it is not possible to study every member or element in the whole population as it would be costly and time consuming. Although researchers want to gather information about the characteristics of populations, they usually study a smaller group (a sample) carefully drawn from the population and then use the findings from the sample to make inferences about the population. The researcher used stratified sampling technique. The strata

comprised the following categories and job groups; Support staff in Job Group A, B, C, D,E, F; Clerical staff in Job Group G, H, J; Technical Staff in Job Group K, L, N; Senior management in Job Group P, R; and Policy Makers in Job Group S, T and U. The sample size was determined through a simple random sampling that comprised of 20% population of each stratum, (Mugenda and Mugenda, 1999). The sample was stratified as follows:

**Table3.1 Sample Population**

<b>Directorates</b>	<b>Population</b>	<b>Strata</b>	<b>Strata No.s</b>	<b>Sample Size (20%)</b>
DPSM	278	Support	35	7
		Clerical	81	16
		Technical	121	24
		Senior Management	29	6
		Policy Makers	12	2
Youth	485	Support	82	16
		Clerical	161	32
		Technical	202	40
		Senior Management	32	6
		Policy Makers	8	2
Gender	9	Support	0	0
		Clerical	9	3
		Technical	0	0
		Senior Management	0	0
		Policy Makers	0	0
<b>Total</b>	<b>772</b>			<b>154</b>

Source: IPPD payroll data as at June 2016

### **3.5 Data Collection**

The study used primary data obtained from the staff under the Ministry of Public Service, Youth and Gender Affairs. The data collection tool used by this study was a questionnaire which was developed to address the research objective. The questionnaire comprised of two parts where part one focused on demographic information and part two focused on succession management and career development practices. All questions with the exception of the demographic data was on five-point Likert scale ranging from the highest scale; strongly agree, agree, undecided, disagree and strongly disagree. A research assistant helped in dropping off the questionnaire to the Heads of Human Resource Services in DPSM and Youth Directorates with the instruction to randomly distribute the questionnaires as per the sample indicated in table 3.1. However, for Gender Directorate, the research assistant was instructed to randomly drop the questionnaire to any employee due to the small size of population. The research assistant collected the filled questionnaires for analysis.

### **3.6 Data analysis**

The data collected was analyzed quantitatively using descriptive statistics which included the mean, frequencies and percentages. This was done using the Statistical Package for Social Science (SPSS). The results from data analysis was presented inform of charts, graphs and tables.

## CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

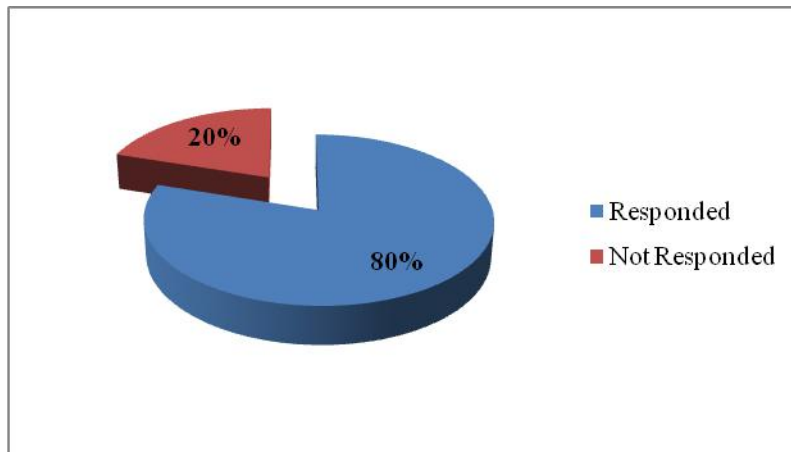
### 4.1 Introduction

This chapter presents the data analysis and presentations. The main objective of this study was to establish the perceived effectiveness of succession management and career development practices adopted by the Ministry of Public Service, Youth and Gender Affairs. More specifically, the study sought to interrogate perceived effectiveness of human resource planning, career management, performance management, training, talent management, employee empowerment/involvement, career counselling, coaching and mentoring in the Ministry of Public Service, Youth and Gender Affairs.

### 4.2 Response Rate

The sample targeted for this study was 154 respondents out which 123 filled in and returned the questionnaires resulting to a response rate of 80%.

**Figure 4.1 Response Rate**



**Source: Research Data 2016**

However, 31 questionnaires were either not returned or were not filled properly and therefore were isolated from being used in this analysis. Mugenda & Mugenda (2008) stated that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Therefore, from the outcome shown in figure 4.1, the response rate was considered acceptable and satisfactory to make conclusions for the study.

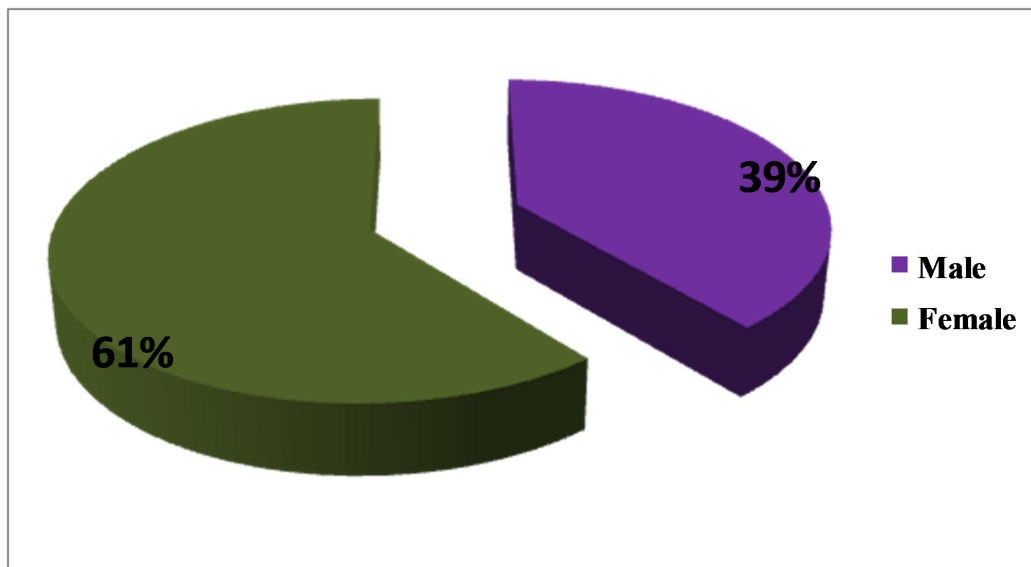
### 4.3 Demographic Information

This section captures the responses by gender, job group, Directorate, length of service, academic level, and age presented and analysed in figures tables and charts.

#### 4.3.1 Gender of the Respondents

The study sought to establish the gender distribution of the study areas. Figure 4.2 presents the findings.

**Figure 4.2 Respondents' Gender**



**Source: Research Data 2016**

A majority of the respondents, 61 % belong to the female gender while 39 % were of the male gender. Though the female respondents were more than male, the findings indicate that the study adequately considered gender representation and there was a fair distribution.

#### 4.3.2 Respondents' Job Group

The study further sought to establish category of respondents by job group clusters. In order to further ascertain diversity in representation. Table 4.1 presents the findings

**Table 4.1 Respondents' Job Group**

<b>Job Group</b>	<b>Frequency</b>	<b>Percent</b>
A, B, C, D, E, F	20	16.3
G, H, J	43	35.0
K, L, M, N	52	42.3
P, R	6	4.9
S, T, U	2	1.6
<b>Total</b>	<b>123</b>	<b>100</b>

**Source: Research Data 2016**

The respondent were targeted in a stratified manner and responded as follows: 42.3% of the respondents were in job group K, L, M, N, 35% were in job group G, H, J, 16.3% were in job group A, B, C, D, E, F, while those in job group P, R and S, T, U had 4.9% and 1.6% respectively. This is an indication that the study targeted respondents from all job groups in the Ministry.

### 4.3.3 Name of your Directorate

The study sought to establish the respondents' respective Directorate to ensure there was representation of respondents from across the three Directorates. The results of the findings are as indicated in table 4.2.

**Table 4.2 Name of your Directorate**

<b>Directorate</b>	<b>Frequency</b>	<b>Percent</b>
Directorate of Public Service Management	45	36.6
Directorate of Youth	70	56.0
Directorate of Gender Affairs	8	7.4
<b>Total</b>	<b>123</b>	<b>100</b>

**Source: Research Data 2016**

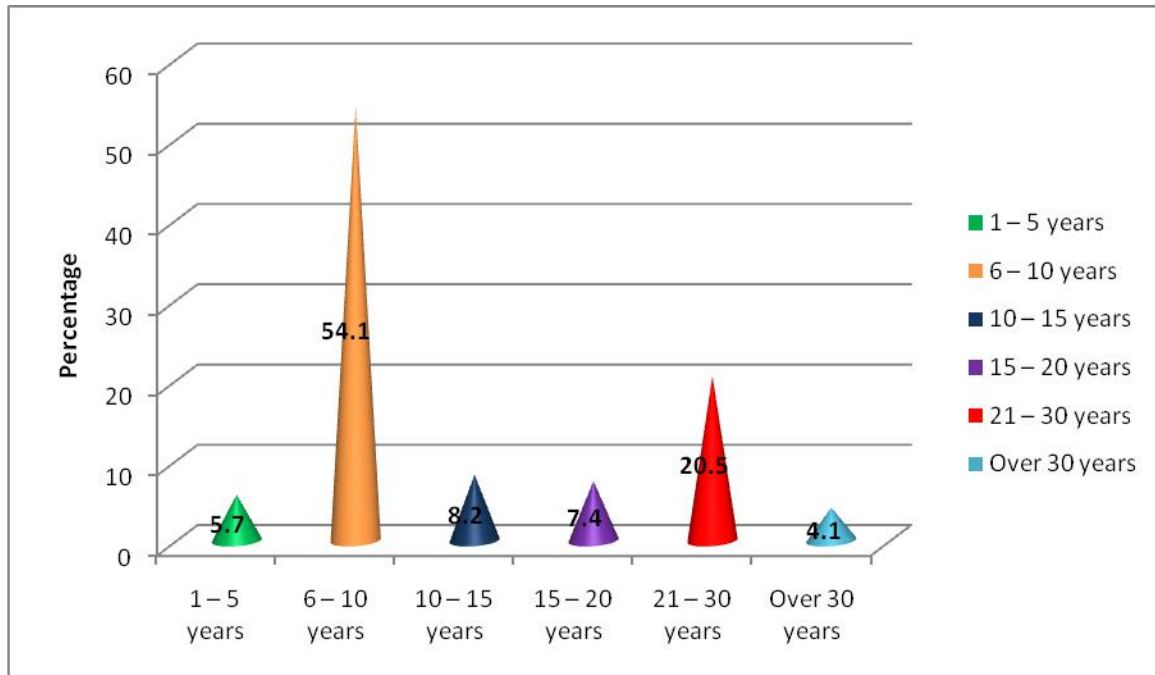
From the results illustrated in Table 4.2, it is clear that most of the respondents (56%) were from the Directorate of youth, 36.6% were from Directorate of Public Service Management, while those in Directorate of Gender Affairs were only 7.4%. The results indicate that the respondents were from all three Directorates.

### 4.3.4 Years of your Service

To further show the diversity in background experience in the study area, respondents were asked to indicate the length of service within the Service. Results are as illustrated in Figure 4.3.



**Figure 4.3 Years of your Service**



The findings were as follows; 54.1% of the respondents were found to have served for a period of between 6 – 10 years, 20.5% indicated that they had served for a period of between 21 – 30 years, 8.2% of the respondents had served for a period of between 10 -15 years, while those who had worked for a period ranging between 15 – 20 years, 1 – 5 years and above 30 years were presented by 7.4%, 5.7% and 4.1% respectively as illustrated in figure 4.3. These results indicate that most of the respondents had served for a long time and therefore they understood the functions and operations of the Ministry.

#### **4.3.5 Highest level of Academic Qualification**

Respondents were further asked to indicate their highest levels of education. This would serve to show academic backgrounds among respondents and the diversity thereof. The findings are shown in Table 4.3.

**Table 4.3 Highest level of Academic Qualification**

<b>Level of Education</b>	<b>Frequency</b>	<b>Percent</b>
KCPE	1	0.8
KCSE	22	18.2
Diploma	38	31.4
Degree	29	24.0
Post - Graduate	31	25.6
<b>Total</b>	<b>121</b>	<b>100</b>

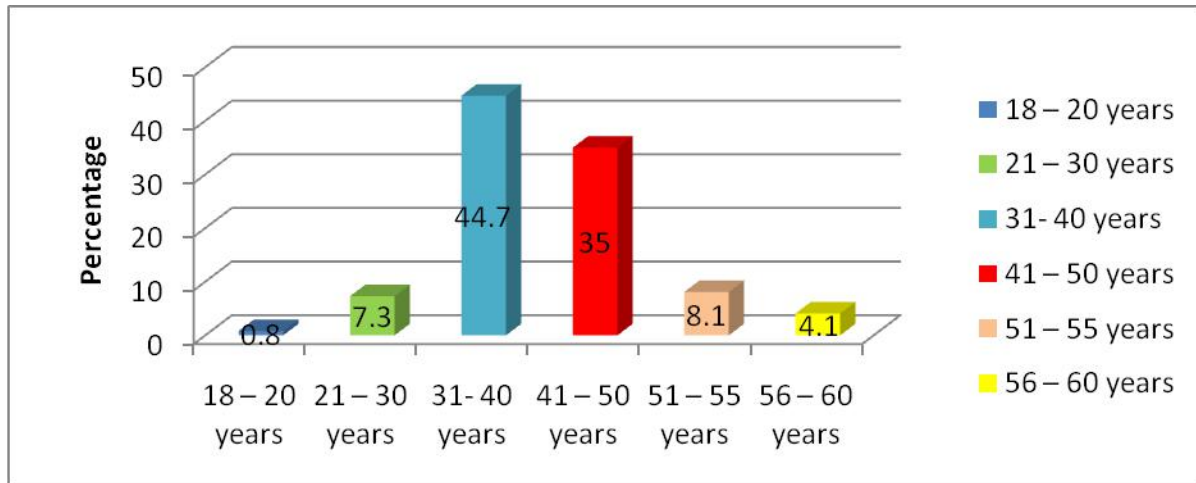
**Source: Research Data 2016**

The study established 31.4% had attained a diploma, 25.6% had attained postgraduate degree, 24% had an undergraduate degree, 18.2% of the respondents had secondary education (KCSE), and only one respondent (0.8%) had reached primary level (KCPE). Therefore, this signifies that majority of the employees at the Ministry had attained appropriate education levels and that they were able to understand the concept being investigated.

#### **4.3.6 Age Brackets of the Respondents**

Respondents were asked to indicate their age categories. This would further help show the diversity in responses by age. The findings are shown in Figure 4.4.

**Figure 4.4 Age Brackets of the Respondents**



**Source: Research Data 2016**

From the findings it can be construed that most of the respondents were in the age set of 31 – 40 years which represented 44.7%, followed by those in the age group of between 41 – 50 years who accounted for 35%, those who were in age range of 51 – 55 had 8.1%, while those in the age sets of 21 – 30, 56 – 60 and 18 – 20 years were represented by 7.3%, 4.1% and 0.8% respectively. These outcomes reveal that the study targeted employees across the various age brackets.

#### **4.4 Succession Management and Career Development Practices**

The study investigated the perceived effectiveness of succession management and career development practices at the Ministry of Public Service, Youth and Gender Affairs. These included human resource planning, career management, performance management, training, talent management, employee empowerment / involvement, career counselling, coaching, and mentoring. In order to achieve the research objectives, the respondents were asked questions based on a likert scale of 1- 5 where 1 represented strongly disagree, 2 represented disagree, 3

represented undecided, 4 represented agree and 5 represented strongly agree. For purpose of analysis the score of  $\leq 1.5$  will be interpreted as strongly disagree,  $1.5 \leq 2.5$  is regarded as disagree,  $2.5 \leq 3.5$  is interpreted as moderately agree,  $3.5 \leq 4.5$  is interpreted as agree while  $\geq 4.5$  will be regarded as strongly agree.

#### 4.4.1 Human Resource Planning

The study sought the respondents' perception on the effectiveness of human resource planning and the findings are as summarized in table 4.4.

**Table 4.4 Human Resource Planning**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
There is an effective human resource plan in the Ministry	122	3.6230	1.07047
The Human resource plan effectively addresses appointments and promotions of employees	121	3.3554	1.07904
The human resource plan effectively addresses succession management and career development	122	3.0410	1.18110

**Source: Research Data 2016**

As indicated in Table 4.4, the respondents agreed that there is an effective human resource plan in the Ministry (mean = 3.6230). The respondents moderately agreed that the human resource plan effectively addressed appointments and promotions of employees (mean = 3.3554). On whether human resource plan effectively addresses succession management and career development the respondents moderately agreed (mean of 3.0410).

The analysis on career management indicated that the Ministry human resource plan in place. The analysis also indicated the human resource plan addressed appointments and promotions of employees to some reasonable extent. The analysis further indicates that human resource plan fairly addressed succession management and career development. These findings are however not conclusive since the standard deviation is more than 1.

#### 4.4.2 Career Management

The study sought the respondents' perception on the effectiveness of career management and the findings are as summarized in table 4.5.

**Table 4.5 Career Management**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
The Ministry has an effective career management plan for every cadre of employees	122	3.0164	1.24637
Supervisors effectively advice employees on career management	122	2.8770	1.24368
The Ministry's career management plans effectively addresses succession management	121	2.9008	1.18606

**Source: Research Data 2016**

As indicated in Table 4.5 in response to the whether the Ministry had an effective career management plan for every cadre of employees, the respondents moderately agreed (mean = 3.0164. on whether supervisors effectively advice employees on career management the respondents moderately agreed (mean = 2.8770). The respondents further moderately agreed that

Ministry’s career management plans effectively addressed succession management (mean = 2.9008).

The analysis on career management indicated that the Ministry career management plan addressed every cadre of employees to reasonable extent. The analysis further indicated that supervisors advised employees to some reasonable extent and that the career management plan fairly addresses succession management and career development. However, these findings are not conclusive since the standard deviation is more than 1.

#### 4.4.3 Performance Management

The study sought to find out the opinion of the respondents on whether performance management effectively addressed the issue of succession management and career development.

The results of the findings are as displayed in table 4.6.

**Table 4.6 Performance Management**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
The Ministry has an effective performance management system in place	122	3.5492	1.23384
The Performance management plan effectively covers all areas and functions in the Ministry	121	3.3719	1.19116
There is an effective link between promotion and performance	122	2.8361	1.34448
The performance management system effectively addresses succession management and career development	122	2.8689	1.25277

**Source: Research Data 2016**

As indicated in Table 4.6, a majority of the respondents agreed that the Ministry had an effective performance management system in place (mean = 3.5492). The respondents moderately agreed that the performance management plan effectively covered all areas and functions in the Ministry (mean = 3.3719). Also respondents moderately agreed that there was an effective link between promotion and performance (mean = 2.838). The respondents also moderately agreed that the performance management system effectively addressed succession management and career development (mean = 2.8689).

The analysis above shows that the performance management system is in place. The findings also indicate that performance management plan fairly covers all areas and functions in the Ministry. The analysis further reveals that there is a link between promotions and performance although it is not strong. The findings also reveal that the performance management system reasonably addresses succession management and career development. These findings are however not conclusive since the standard deviation is more than 1.

#### **4.4.4 Training**

On the question of whether training of employees was undertaken to address the succession management and career development, the results are as shown in table 4.7. As indicated in Table 4.7, the respondents moderately agreed (mean = 3.2893) that the training programmes in the Ministry effectively addresses promotional training for employees (3.2893). Likewise, they moderately agreed that the Ministry has an effective training programme for employees (mean = 3.2276). Further, the respondents agreed to a moderate extent that the training programme had effectively addressed personal development for employees (3.1066). On whether the programme had effectively addressed succession management in the Ministry the respondents moderately agreed (mean = 2.867).

**Table 4.7 Training**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
The training programme effectively addresses promotional training for employees	121	3.2893	1.32563
The Ministry has an effective training programme for employees	123	3.2276	1.35992
The training programme effectively addresses personal development for employees	122	3.1066	1.33489
The training programme effectively addresses succession management in the Ministry	120	2.8167	1.30920

**Source: Research Data 2016**

The analysis above shows that the Ministry's training programme addresses promotional training for employees. The analysis also indicates that the training programme is somewhat adequate. The analysis further pointed out that the training programme reasonably addressed personal development. The analysis indicated that the training programme modestly addressed succession management and career development. The findings are not conclusive since the standard deviation is more than 1.

#### **4.4.5 Talent Management**

The study sought to establish the effectiveness of talent management programme in the Ministry. The results are as given in table 4.8. As indicated in Table 4.8, the respondents disagreed that the Ministry had an effective talent management programme in place (mean = 2.1818). The respondents also disagreed that talent reviews are carried out effectively (mean =



2.1), 148. On whether the talent management programme effectively addressed succession management and career development, the respondents disagreed (mean = 2.2295).

**Table 4.8 Talent Management**

Statement	N	Mean	Standard Deviation
The Ministry has an effective talent management programme in place	121	2.1818	1.14746
The talent reviews are carried out effectively	122	2.1148	1.09240
The talent management programme effectively addresses succession management and career development.	122	2.2295	1.14117

**Source: Research Data 2016**

From the analysis above, it is clear that the Ministry was not practicing talent management. The analysis further indicates that the Ministry does not carry out talent reviews. From the analysis the talent management programme does not address succession management and career development. The findings are however not conclusive since the standard deviation is more than 1.

#### **4.4.6 Employee Empowerment/Involvement**

On perceived effectiveness of employee empowerment/ involvement, the findings are illustrated in table 4.9. As indicated on Table 4.9, the respondents seemed to moderately agree with the statements that the Ministry had an effective employees' empowerment/involvement plan in place (mean = 2.5328). On the statement that employee empowerment plan effectively addressed employee's involvement in management decisions, the respondents moderately agreed (mean =

2.5574). The respondents moderately agreed that the employee empowerment plan effectively addressed succession management and career development (mean = 2.5246).

**Table 4.9 Employee Empowerment/Involvement**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
The Ministry has an effective employees empowerment plan in place	122	2.5328	1.27392
The Employee empowerment plan effectively addresses employees involvement in management decisions	122	2.5574	1.25342
The Employee empowerment plan effectively addresses succession management and career development.	122	2.5246	1.26107

**Source: Research Data 2016**

From the above analysis, the Ministry has an employee empowerment plan in place. The analysis further reveals that the employees are fairly involved in decision making. The analysis further indicates that the employee empowerment plan addressed succession management and career development to some extent. The findings are not conclusive since the standard deviation is more than 1.

#### **4.4.7 Career Counselling**

The results on perceived effectiveness of career counselling in succession management and career development are indicated in table 4.10. As indicated in Table 4.10, on whether the Ministry has an effective career counselling programme in place the respondents moderately agreed (mean = 2.6446). The respondents disagreed that employees are effectively counselled on

careers (mean = 2.4672). The respondents moderately agreed that employees are effectively counselled on personal issues (mean 2.6803). The respondents disagreed that the counselling programme effectively addresses succession management and career development (mean = 2.3852).

**Table 4.10 Career Counselling**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
The Ministry has an effective career counselling programme in place	121	2.6446	1.45407
Employees are effectively counselled on careers	122	2.4672	1.37381
Employees are effectively counselled on personal issues	122	2.6803	1.36827
The counselling programme effectively addresses succession management and career development	122	2.3852	1.25604

From the analysis above, the Ministry has a modest career counselling programme in place. The analysis indicates that employees are hardly counselled on careers. The analysis also indicate that employees are sometimes counseled on personal issues. The analysis further indicate that the counseling programme does not address succession management and career development. However, the findings are not conclusive since the standard deviation is more than 1.

#### **4.4.8 Coaching**

The study sought to inquire the perceived effectiveness of coaching on succession management and career development. The findings are as indicated in table 4.11. As indicated in this table, the respondents moderately agreed to the statement that the Ministry has an effective on-job

coaching programme for employees (Mean = 2.5984). The respondents however disagreed that there is effective leadership coaching among employees and their supervisors (Mean = 2.4918). The respondents disagreed that on-job coaching plan effectively addressed succession management and career development (Mean = 2.4016).

**Table 4.11 Coaching**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
The Ministry has an effective on-job coaching programme for employees	122	2.5984	1.38862
There is effective leadership coaching among employees and their supervisors	122	2.4918	1.34377
The on-job coaching plan effectively addresses succession management and career development	122	2.4016	1.28346

The analysis above implies that the Ministry has a reasonable on-job coaching programme for employees. The analysis indicates that the Ministry does not effectively practice leadership coaching among employees and that the on-job coaching does not effectively address succession management and career development. The findings are not conclusive since the standard deviation is more than 1.

#### **4.4.9 Mentoring**

The study sought to inquire the perceived effectiveness of mentorship programme in the Ministry. The results are as shown in Table 4.12. As indicated in Table 4.12, the respondents disagreed that there is an effective mentorship programme in the Ministry (Mean = 2.4836). The

respondents further disagreed that the mentorship programme effectively helped in identification of mentees and mentors (Mean = 2.3197). The respondents also disagreed that the mentorship programme effectively addressed succession management and career development (Mean = 2.2869).

**Table 4.12 Mentoring**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
There is an effective mentorship programme in the Ministry	122	2.4836	1.39795
The mentorship programme effectively helps in identification of mentees and mentors	122	2.3197	1.29376
The mentorship programme effectively addresses succession management and career development	122	2.2869	1.26282

The above analysis implies that the Ministry does not have an effective mentorship programme in place. The analysis further indicates that the mentorship programme does not effectively help in identification of mentees and mentors. The analysis further indicates that the mentorship programme does not effectively address succession management and career development.

#### **4.4.10 Discussion of the Findings**

The study found out that the Ministry has a human resource plan in place. The study further found out that the human resource plan reasonably addresses appointments and promotions for employees and also addresses succession management and career development to some reasonable extent. The findings agree with Molina (2013) who asserted that one of the succession management best practices is looking into the future and keeping it dynamic.

The study also found out that the Ministry's career management plan addressed every cadre of employees to a reasonable extent. The study also found out that supervisors in the Ministry advised employees to some good extent and that the career management plan fairly addressed succession management and career development. These findings agree with Yadav and Dabhade (2013) who recommended the creation of career management systems that identify, prepare and promote employees whose experience and skills match the demands of higher level positions.

The study found out that the Ministry has a performance management system in place. The findings further indicate that performance management plan fairly covers all areas and functions. The findings also indicate that the link between promotions and performance is not strong. In addition, the study revealed that the performance management system reasonably addresses succession management and career development. These findings agree with Yadav & Dabhade (2013) who noted that there is a need for a healthy performance management system in government covering all organizations and functionaries.

The study findings show that the Ministry's training programme addresses promotional training for employees. The findings also indicate that the training programme is somewhat adequate. The study further pointed out that the training programme reasonably addressed personal development. The analysis indicated that the training programme modestly addressed succession management and career development. These findings agree with Mullins (2005), who noted that training provides more opportunities for career progression because it boosts competence levels of individuals and the organization.

From the findings of the study, it is clear that the Ministry was not practicing talent management. The findings further reveal that the Ministry does not carry out talent reviews. The study also

established that talent management did not address succession management and career development. These findings disagreed with Chepkwony (2012) who indicated that there is a link between talent management practices and succession management.

The study findings moderately indicate the Ministry has an employee empowerment plan in place. The findings further reveal that the employees are fairly involved in decision making. It was also found out that the employee empowerment plan addressed succession management and career development to some extent. These findings agree with Gul et al (2012) who asserted that employee empowerment is an important strategy which if applied carefully can lead to retention of key employees.

The study found out that the Ministry had a modest career counselling programme in place. The findings also indicate that employees are hardly counselled on careers. The findings also indicate that employees are sometimes counseled on personal issues. The study further indicates that the counseling programme does not address succession management and career development. These findings disagree with Bechler & Woodward (2009) that career counseling practice helps employees have a clear vision of their aspirations. The findings however agree with Ekpang (2015) who noted that personal problems sometimes affect employees work performance, cause absenteeism and make it difficult for employees to concentrate on their jobs and thus concluded that workplace counseling was helpful.

The study findings imply that the Ministry has a reasonable on-job coaching programme for employees. The findings also indicate that the Ministry does not effectively practice leadership coaching among employees and that the on-job coaching does not effectively address succession

management and career development. The results are contrary to findings by Ogara (2006) that management coaching is becoming an increasingly popular career development practice.

The study found out that the Ministry does not have an effective mentorship programme in place. The findings further reveal that the mentorship programme does not effectively help in identification of mentees and mentors. The findings also indicate that the mentorship programme does not effectively address succession management and career development. These findings disagree with Hadden (1997) who intimated that mentoring as an interaction between two people which is aimed at exerting a positive influence. The findings also disagree with Viator & Scandura (1991) that employees who have a mentor feel more assimilated in the organization and have a better chance of being promoted since they understand the organization better and their performance is high.



## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter summarizes the findings of this study, presents conclusions of the study based on the data analysis and findings and avails viable recommendations based on the conclusions drawn from perceived effectiveness of succession management and career development practices adopted by the Ministry of Public Service, Youth and Gender Affairs in Kenya.

### **5.2 Summary of Findings**

The summary of the study findings was done in line with the study's main objective which was to investigate perceived effectiveness of succession management and career development practices adopted by the Ministry of Public Service, Youth and Gender Affairs. The response rate reported for this study was 80%. 61% of the respondents were found to be female while male respondents were 39%.

From the findings, response from different categories by job groups was established and this helps to ascertain that the study targeted respondents from all job groups in the Ministry. The findings also ascertain that the respondents were from the Directorate of Youth, Directorate of Public Service Management and Directorate of Gender Affairs.

The findings further found out that the respondents targeted had served in the service further demonstrating diversity in background experience in the study area and therefore they understood the functions and operations of the Ministry.

The findings further established that most of the respondents had attained appropriate education levels and that they were able to understand the concept being investigated.

The findings also affirmed diversity in age which indicated that the study targeted employees across the various age brackets.

The result of the study deduced that the Ministry has an effective human resource plan in place. The employees moderately agreed that the human resource plan effectively addressed appointments and promotions. They also moderately agreed that the human resource plan effectively addresses succession management and career development.

There is an indication that career management plan addressed every cadre of employees to a reasonable extent. The analysis also shows that supervisors advised employees to some extent and that the career management plan fairly addressed succession management and career development.

The finding implies that the performance management system is in place. It is further implied that the performance management plan fairly covers all areas and functions in the Ministry. The findings also reveal there is a link between promotions and performance although it is not strong. The employees also moderately agreed that performance management system effectively addresses succession management and career development.

The findings deduced that the Ministry's training programme addresses promotional training for employees. The analysis also indicates that the training programme is somewhat adequate. The analysis further pointed out that the training programme reasonably addressed personal development. The findings indicated that the training programme modestly addressed succession management and career development.

There is an indication that Ministry does not practicing talent management. The findings also imply that the Ministry does not carry out talent reviews. The employees disagreed that talent management programme addresses succession management and career development.

The findings indicate that the Ministry has an employee empowerment plan in place. The findings further reveals that the employees are fairly involved in decision making. The employees moderately agreed that empowerment plan effectively addressed succession management and career development.

The finding deduced that the Ministry has a modest career counselling programme in place. From the finings it is however implied that employees are hardly counselled on careers but they were sometimes counseled on personal issues. The findings also deduced that the counseling programme does not effectively address succession management and career development.

The findings from the study imply that the Ministry has a reasonable on-job coaching programme for employees. The findings further indicate that the Ministry does not effectively practice leadership coaching among employees and that the on-job coaching does not effectively address succession management and career development.

The study findings imply that the Ministry does not have an effective mentorship programme in place. The results further indicate that the mentorship programme does not effectively help in identification of mentees and mentors. It was further found out that the mentorship programme does not effectively addresses succession management and career development.

### **5.3 Conclusion**

The study concludes that the Ministry's human resource plan is moderately in place. That the human resource plan reasonably addresses appointments and promotions for employees and also addresses succession management and career development to some reasonable extent.

Career management plan was found to reasonably address every cadre of employees. The supervisors in the Ministry advised employees to some reasonable extent and the career management plan fairly addressed succession management and career development.

The study concludes that the Ministry has a performance management system in place. The findings further indicate that performance management plan covers all areas and functions to some fair extent. There was found to be a weak link between promotions and performance. In addition, the study concluded that the performance management system reasonably addresses succession management and career development.

The study also concluded that the Ministry's training programme fairly addresses promotional training for employees. The study further concluded that the training programme is somewhat adequate and that the training programme reasonably addressed personal development. It was concluded that the training programme modestly addressed succession management and career development.

From the findings, it was found that the Ministry was not practicing talent management. The findings further reveal that the Ministry did not carry out talent reviews. The study also concluded that talent management did not address succession management and career development.

The study findings concluded that the Ministry has an employee empowerment plan in place. The study further concluded that the employees are fairly involved in decision making. It was also found out that the employee empowerment plan addressed succession management and career development to some extent.

The study concluded that the Ministry had a modest career counselling programme in place. The study also concluded that employees are hardly counselled on careers. The study however conclude that employees are sometimes counseled on personal issues. It was further concluded that the counseling programme did not address succession management and career development.

The study findings concluded that the Ministry has a reasonable on-job coaching programme for employees. It was further concluded that there exists no effective leadership coaching among employees and that the on-job coaching does not effectively address succession management and career development.

It was concluded that the Ministry does not have an effective mentorship programme in place. The findings further revealed that the mentorship programme does not effectively help in identification of mentees and mentors. It was also noted that the mentorship programme does not effectively addresses succession management and career development.

#### **5.4 Limitations of the Study**

This study was limited in that there was no choice for the respondents to give their independent views where the closed ended questionnaires limited the respondents to the questions formulated by the researcher and therefore a qualitative research may be used to test if the findings will replicate.

The study was limited to perception on the effectiveness of succession management and career development practices adopted by the Ministry of Public Service, Youth and Gender Affairs in Kenya and therefore difficult to generalize the findings of the study.

### **5.5 Recommendations for policy and practice**

Succession management and career development is very critical to the proper running of the Ministry of Public Service, Youth and Gender Affairs in Kenya and the larger Public Service. Indeed this is a subject of concern even in the corporate world as it helps organizations to run smoothly and gain a competitive edge. In order to address the issue of succession management and career development, the Ministry should devise strategies to ensure that the practices that are operating at moderate levels are performing at excellence. These include human resource planning, career management, performance management, training, employee empowerment/involvement.

However, the Ministry need to put strategies in place to ensure career counselling is effective and that employees appreciate its importance. The Ministry should also ensure that the practices of career coaching, talent management and mentorship are adopted by the Ministry.

### **5.6 Suggestions for Further Study**

The present study sought to determine the perceived effectiveness of succession management and career development practices adopted by the Ministry of Public Service, Youth and Gender Affairs. Further study can be conducted with a focus to other human resource management practices like remuneration, employee welfare or separation in order to establish any significant patterns or difference.

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## APPENDIX: QUESTIONNAIRE

The purpose of this questionnaire will be to establish the perceived effectiveness of succession management and career development practices adopted by the Ministry of Public Service, Youth and Gender Affairs.

### Part A: DEMOGRAPHICS

Please tick as appropriate (✓)

1. Gender

Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
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2. Your Job Group

A,B,C,D,E, F	<input type="checkbox"/>	P, R	<input type="checkbox"/>
G, H, J	<input type="checkbox"/>	S,T,U	<input type="checkbox"/>
K,L,M,N	<input type="checkbox"/>		

3. Name of your Directorate

Directorate of Public Service Management	<input type="checkbox"/>
Directorate of Youth	<input type="checkbox"/>
Directorate of Gender Affairs	<input type="checkbox"/>

4. Length of your service

1 – 5 years	<input type="checkbox"/>	15 – 20 years	<input type="checkbox"/>
6 – 10 years	<input type="checkbox"/>	21 – 30 years	<input type="checkbox"/>
10 – 15 years	<input type="checkbox"/>	Over 30 years	<input type="checkbox"/>

5. Highest level of Academic Qualification

KCPE		Degree	
KCSE		Post - Graduate	
Diploma			

6. Your age bracket

18 – 20 Years		41 – 50 years	
21 – 30 years		51 – 55 years	
31- 40 years		56 – 60 years	

### Part B: Succession Management and Career Development Practices

Please tick the most appropriate of each statement which corresponds most closely to your desired response

No	Questionnaire	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
		5	4	3	2	1
<b>Human Resource Planning</b>						
1.	There is an effective human resource plan in the Ministry					
2.	The Human resource plan effectively addresses appointments and promotions of employees					
3.	The human resource plan effectively addresses succession management and career development					
<b>Career Management</b>						
4.	The Ministry has an effective career management plan for every cadre of employees					
5.	Supervisors effectively advice employees on career management					
6.	The Ministry's career management plans effectively addresses succession management					
<b>Performance Management</b>						
7.	The Ministry has an effective					

	performance management system in place					
8.	The Performance management plan effectively covers all areas and functions in the Ministry					
9.	There is an effective link between promotion and performance					
10.	The performance management system effectively addresses succession management and career development					
<b>Training</b>						
11.	The Ministry has an effective training programme for employees					
12.	The training programme effectively addresses personal development for employees					
13.	The training programme effectively addresses promotional training for employees					
14.	The training programme effectively addresses succession management in the Ministry					
<b>Talent Management</b>						
15.	The Ministry has an effective talent management programme in place					
16.	The talent reviews are carried out effectively					
17.	The talent management programme effectively addresses succession management and career development.					
<b>Employee Empowerment/Involvement</b>						
18.	The Ministry has an effective employees empowerment plan in place					
19.	The Employee empowerment plan effectively addresses employees involvement in management decisions					
20.	The Employee empowerment plan effectively addresses succession management and career development.					
<b>Career Counselling</b>						
21.	The Ministry has an effective career					



	counselling programme in place					
22.	Employees are effectively counselled on careers					
23.	Employees are effectively counselled on personal issues					
24.	The Counselling programme effectively addresses succession management and career development.					
<b>Coaching</b>						
25.	The Ministry has an effective on-job coaching programme for employees					
26.	There is effective leadership coaching among employees and their supervisors					
27.	The on-job coaching plan effectively addresses succession management and career development					
<b>Mentoring</b>						
28.	There is an effective mentorship programme in the Ministry					
29.	The mentorship programme effectively helps in identification of mentees and mentors					
30.	The mentorship programme effectively addresses succession management and career development					