PERCEIVED INFLUENCE OF ORGANIZATIONAL CULTURE ON THE IMPLEMENTATION OF SUCCESSION PLANNING IN THE PUBLIC SERVICE COMMISSION OF KENYA

BY

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DECLARATION

I, the undersigned declare this research project is my own original initiative and has never been presented to any other examination body. No part of this research should be reproduced without my consent or that of the University of Nairobi.

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This research project has been submitted for examination with my approval as University of Nairobi supervisor.

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DEDICATION

I have pleasure to dedicate this work to my supervisor Dr. Mercy Munjuri, my loving husband, my son Alpha Mumo, loving parents Mr. and Mrs. Gideon Muthengi Kimanzi, my siblings for their endless love, patience, encouragement, counseling and support towards the success of my career they have been very instrumental all round and I cherish their presence.

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TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS AND ACRONYMS

HR   -   Human resource

HRM   -   Human Resource Management

PSC   -   Public Service Commission

MDAs   -   Ministries, Departments and Agencies

CEO   -   Chief Executive Officer

CARPS   -   Capacity Assessment and Rationalization Programme

USA   -   United States of America

IT   -   Information technology

ABSTRACT

Public organizations of today should came up methods to make sure long term leadership capability of the agency, address dynamical employee beliefs and wavering men values Kim (2003) prepare high performers for promotion and advancement, and guarantee leadership continuity in areas of the organization Hardy (2005). This study was carried out to establish the perceived influence of organizational culture on the implementation of succession planning in the Public Service Commission of Kenya. In adopting the methodologies, and considered descriptive research design. In carrying out research the staffs of the commission were involved. A census method was used thus the total target population of 220 staffs in the commission were included. During the data collection among the staff, self-administered questionnaires were used. Data capturing was done by summarizing it in Microsoft excel. Data was cleaned, coded, and entered in the statistical Package for Social Sciences (SPSS). To facilitate analysis of the perceived influence of the variable simple regression analysis was used. The data analysis constitutes of quantitative techniques that are shown by use of charts, graphs and table. The study revealed that power distance affects implementation of succession planning that it should be minimized in executive positions integrating junior staff in goals and visions makes it easier for management to learn challenges that could be there in any undertaking. The key findings also revealed that uncertainty avoidance should be there through giving employees instructions on what is expected of them, integration of both men and women to have equal chances in professional career is very important, public Service Commission believes in long-term orientation. It was also revealed that system factors are very critical. It also revealed that management, system and personnel factors affects implementation of succession planning.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizational culture is a contextual factor in implementing succession planning thus understanding how systems of identifying key leaders for key positions functions can help to utilize, implement and change the systems (Fancher, 2007). Fulmer (2004) & Field (2001) observed that the success of succession planning initiatives is largely dependent on an organizations culture, on the workplace learning processes, and power structures that exist within organizations. Fancher (2007) indicated that leaders are a great influence on identifying employees fit for key positions through the perception they created in the employees. According to Alimardani (2015) an entrepreneurial organization can be a result of a right organizational culture. Sadeghi (2012) shown that examples of cooperation in an association can change bit by bit through assessing, changing and building up a fitting hierarchical culture. A sound hierarchical culture encourages the foundation of an open, well disposed, trusting, innovative, community oriented, trial, logical, consistent and unassuming condition where capacities and possibilities can be figured it out (Schein, 2010).

The main theories in this study were Social learning and transformational leadership. Bandura (1977) in the social learning theory argues that people gain knowledge from the other parties through socialization. Transformational leadership on the other hand argues that people can opt to lead people and can also opt to lead people so as to learn leadership skills. Transformational leadership theory also assumes that leaders have a personal charm to their followers, also have a superior influence and are so much considerate to their personal needs for growth and development (Bass, 1985).

Kobia (2016) asserted that the Public Service Commission is responsible for human resource development, promoting efficiency and effectiveness in the delivery of services as well as overseeing other human resource related functions in the public service. The Commission is along these lines devoted to the improvement of a committed, gainful and individuals focused open administration staffed by open workers whose execution is expanded and whose potential is completely created through fitting, far reaching and satisfactory preparing at all levels. Kobia (2018) indicated that through delegation, the Commission tasked Ministries, Departments and Agencies (MDAs) with the responsibility of succession planning and performance management of staff in MDAs in ongoing task to implement succession in the Public Service. As indicated by a report by the PSC (2007) the Kenya Civil Service is looked via profession progression and stagnation administration issues showed by the maturing Civil Service where over 58% of the aggregate workforce is matured thirty five years or more. Recently the total number of retiring officers in our Public Service is higher due to aging workforce and the astonishing thing is no replacement since no successors have been mentored to such positions. The researcher's personal experiences led her to have interest in succession planning and how organizational culture influences it. The experiences have been somewhat so frustrating since she joined Public Service in 2010 leading the researcher to believe that there might be others in the service that have been experiencing similar frustrations.

1.1.1 Concept of perception

Perception is drawing information (Forgus & Melamed, 1976). According to them perception is the processes that determines how people interpret their surroundings. Discernment is considered as a functioning procedure that specifically gets, sorts out

and translates data (Tubbs & Mors, 1983). The understandings depend on the perceivers past encounters, information of alternate conditions, and suppositions about human conduct, present state of mind, needs wants and desires. The people's behavior in each perspective is determined by their perception. According to the definitions cited above perception is a function of objects or events which are perceived, individual who is perceiving, circumstances under which perceiving is done.

Perception relies on the activities of body organs such as seeing, hearing, feeling, tasting and smelling. Perception differs from person to person and situation to situation and time to time. People in a group or a teaching maybe listening to same thing but may perceive it differently the same way as looking at the same thing but perceive it in differently. People are surrounded by environment that consists of lights, sounds, smell, objects, social, political, cultural, technological environments that determines the human behavior and stimulate him to react. People listen, see and end up making judgments about other people. The information which is received by the communicate takes place in a perceptual process that includes selecting, organizing and interpreting information into meaningful unit.

1.1.2 Organizational Culture

As per Armstrong (2009) organizational culture is a pattern of norms, ideals, attitudes, assumptions and values explained but form the methods on how employees in companies react and matters get executed. Furnham & Gunter (1993) further described it as the social glue that generates an experience of belonging in employees. Culture is an unpredictable wonder and there stay many contending points of view to develop of organizational way of life (Martin, 2002). According to Miles, et al. (2008)

organizational culture is comprised of center qualities, conduct standards, ancient rarities and personal conduct standards, which oversee the path individuals in an association, collaborate with one another and put their vitality in their employments and the association on the loose. As per Fancher (2007) organizational culture is an accumulation of representatives suppositions, qualities and convictions embraced and translated by the individuals from an association that speak to the genuine qualities pronounced by the association and its individuals. In different terms Osborne & Brown (2005); Koberg & Chusmir (1987); & French (1990) expressed that culture is an example of standards, qualities, convictions and dispositions that influence the standards of practices of the individuals from the association while Monacko (2008) affirmed that except if the decision of hierarchical culture changes improvement and direction of fresh learning is useless. Hierarchical culture gives a feeling of character and duty in individuals that outperforms their own gain and conveys ingenuity and strength to framework, shapes and structures the staff practices as a factor of dominance (Abzari, 2011).

1.1.3 Succession Planning

Huang (2001) characterized succession planning as the procedure by pioneers in an association to fill the most basic authority and expert positions. Michelson (2006) asserted that succession planning is the decision to put the perfect individuals on the transport and situating them in the correct seats, and giving the wrong individuals a chance to land from the transport. Karaevli & Hall (2003) on the other hand defined succession planning as formal or informal process of singling out talented and capable employees for future key executive positions. Then again (Karaevli & Hall, 2003; Kesner & Sebora, 1994) affirmed that meaning of progression arranging process

varies from one association to the next thus addresses stay with regards to the stimulus, steps, a period, members, assist, results and estimation of the accomplishment of a procedure.

Sharma (2003) demonstrated that it takes an extensive stretch to complete the progression procedure and includes numerous exercises and recommend that there is a canopy within the means of progression arrangement and progression method. Fancher (2007) consented to the equivalent by showing that progression procedure incorporates recognizing and preparing of the successor, building up a vital arrangement for the association's progression, characterizing jobs of the occupant for smooth stream and conveying choices made to the partners. According to Dyck, Mauws, Starke & Mischke, (2002) succession process dynamics can be elaborated using the analogy of a relay race where success is influenced by factors such as: baton-passing technique, communication, timing, and sequence. Succession as indicated by (Friedman & Olk 1995) begins with considering selection criteria and suitable candidates and it ends by having a new CEO in office.

1.1.4 Implementation of Succession Planning

According to Pynes (2004) succession planning kicks off when a firm initiates a demand forecast of the overall workforce needs and analyzing succession so as to know the number of employees capable to fill in key positions in the future. Karaevli & Hall (2003) prior had looked into on and understood that there is no most ideal approach to create, actualize or bolster a progression plan; hence, no need of open managers depending on off the-rack, one-measure for all methodology (Cohn et al., 2005). As shown by Michelson (2006) every association has a particular minor departure from the progression arranging topic that incorporates adaptability to

customize the progression intend to address association issues and in addition coordinating the associations culture, history, governmental issues, spending plan, network, associations request, identity and its assets.

Davis (2005) demonstrated that progression arranging might be difficult to execute since it tends to intense subject matters related with change as to the resigning CEO and in addition political enthusiasm of key partners inside and outside an association. He perceived that progression designs ought not to happen when a pioneer begins the arrangement to live, however when they are chosen for the position. A compelling progression arranging is what urges retiring leaders to deliberately recognize that there is life after the authority change subsequently making it less hard to execute the progression procedure (Davis, 2005). Rothwell (2001) additionally discovered a progression arranging program needs a committed working spending plan. The monetary allowance ought to give assets to preparing and advancement openings. While open advanced education establishments are regularly under strict spending rules, association openings can exist with nearby schools for instructive projects so as to cut costs (Shah et al., 2001)

1.1.5 The Public Service Commission of Kenya

The Public Service is under the Ministry of Public Service, Youth and Gender Affairs which is part of the newly structured Ministries to provide strategic leadership and guidance on management and development of human resource in the Public Service (Constitution 2010 C.13). The Public service is headed by a CEO and it houses the Directorate of Public Service Management which carries the Human Resource Management, Development and policy whose mandates is to develop policy

frameworks for HRM, Development and Training and capacity building in the Public Service (Executive order Paper No. 1, 2016).

The Public Service Commission has an elaborate career structure which was formed by the Salaries and Remuneration Commission and implemented in 2017. Headed by a Cabinet Secretary who is a political appointee thus not graded in the Salaries and Remuneration Structure. Different careers in the whole Public Service Commission are managed through respective schemes of service. After entry into the service one moves upward automatically for two grade structures and after that the next is determined by ones qualification as stipulated in the career progression guidelines, availability of a vacancy according to the staff establishment and on availability of funds PSC HR manuals (2016).

Kobia (2017) indicates that the Public Service is currently facing serious succession planning challenges at both the National and County Government levels. These problems are manifested in a number of ways particularly through: - lack of staff especially at higher levels; an ageing workforce where by (31% or 25,000) are over 50 years and will be retiring within the next ten (10) years stagnation of staff in one job group for prolonged periods; high staff turnover in some key cadres; succession gaps particularly at higher levels leading to Ministries/Department/Agencies (MDAs) requesting for officers to perform duties of higher levels; shortage of staff in some cadres occasioning MDAs to make requests for recruitment of staff on short term contracts, re-engaging pensioners on contractual basis or recruiting casuals to perform jobs of permanent nature; shortage of relevant skills and competences occasioning requests for waivers on the requirement for promotion to higher grades and lack of human resource budget. The Government banning of recruitment for ten (10) years

and not filling positions of officers leaving the service through natural attrition except on critical and essential service areas is the resultant of these succession planning problems Indeed existing literature and other data project is a picture of the possibility of a succession planning crisis in the foreseeable future as a high percentage of staff in many cadres drift towards retirement. This is evident from the findings of Capacity Assessment and Rationalization Programme (CARPS) report and existing payroll data (Kobia, 2017).

According to Anthony (2007) the public sector in the recent years has been experiencing a host of new economic, social, and demographic troubles for example globalization, outsourcing, human resource accounting, human resource auditing, downsizing, recruitment freezing, budget cuts, high number of aging generation - the baby boomers and a very small number of succeeding generation - the generation X & Y. The Public Service Commission is the Human Resource agency responsible for maintenance of the Human resource functions in the whole civil service system including the County Human Resource system (Kobia, 2016).

1.2 Research Problem

Boddy (2002) indicated that organizational culture has important and direct influence on behavior of an organization it can either encourage, demoralize or discourage an employee to give out his best. Progression arranging is an unpredictable and testing process that is affected by the authoritative culture set up (Ponti, 2013). Sabokoroo (2012) affirmed that workers hierarchical personality, trust, ability justify, peer jealousy and steadfastness impacts progression arranging and that in associations with enabled societies, the representatives feel gave to the authoritative qualities and objectives. At the point when the conditions are not helpful for the inner advancement

of representatives, hierarchical reliability reduces. Ghasenu et al (2015) indicated that values and beliefs and politicization are the main factors. The elimination of politics and politicization of selecting and appointing of directors is a key to effective succession planning.

Kobia (2017) asserted that whereas there have been strategies to address succession management challenges in the Public Service they have neither been comprehensive nor integrated hence do not realize the desired outcomes. She indicated that the piecemeal strategies are often reactive in nature and include: Ministries and State departments requests for waivers in order to fast track promotion of officers; requests for promotion on merit; expansion of common establishment within the grading structure; Retirement in service beyond the mandatory retirement age; approval of acting/ special duty appointments; training, raising of retirement age from 55 to 60 years in 2009 and re-designations, this is whereby an officer shifts from one career to the other to fill up a gap, in these actions some officers fail to deliver as required since they lack skills and competences to perform in such positions (Kobia, 2017).

In his study Fancher (2007) on the influence of organizational culture on the succession planning process on 30 participants in the higher and middle level leaders from Fortune 500 Company at Georgia State in USA. He revealed that leaders are a great influence on identifying employees fit for key positions through the perception they created in the employees. In another study conducted by Shipman (2007) on succession management in four healthcare organizations in Kentucky-USA it was revealed that there is need for firms dealing with healthcare to formally introduce succession planning to reduce staff gaps. In relation to culture Tshilidzi & Krishna (2016) studied on culture, leadership and individual performance in public service

organizations in South Africa and revealed that organizational culture is significantly correlated with performance in an organization.

Essentially Nyabuti; Chepkilot; & Zakayo (2017) completed an examination on the influence of organizational culture on the employee performance in the Public Service of Kenya. The investigation uncovered that there is a huge connection between organizational culture and worker execution. Njugi & Nickson (2014) too completed an investigation on impacts of organizational culture on worker performance in non-governmental organizations in Kenya and uncovered that execution is influenced by culture set up since it directs the manner in which exercises are done, logic of the association, organizations climate, organizations stability and employees performance. In the light of the complexity of organizational culture and how it impacts on succession planning, this study intended to answer the question, what is the perceived influence of organizational culture on the implementation of succession planning in the Public Service Commission of Kenya?

1.3 Research objective

The objective of the study was to determine the perceived influence of organizational culture on the implementation of succession planning in the Public Service Commission of Kenya.

1.4 Value of the study

More specifically this study contributes to theory through confirming the perceived influence and perpetuation of organizational culture. It examined the significance of authoritative culture as an important setting in progression arranging. The investigation is to profit different analysts in completing experimental research thinks

about because of authoritative culture on usage of progression arranging. It likewise adds to hypothesis through examination of the requirement for mental possession in the execution and assessment of viable progression arranging as a hidden and casual process that must be comprehended through subjective investigations.

The study also is to benefit the policy makers in the Government of Kenya in making policies that govern succession planning in Public Service and private sector. It also benefits the Public Service to ensure that it has the right heir's in future in cases of natural attrition in order to deliver quality services to the common citizens.

The study also benefits the Directorates in the Public service Commission as well as human resource practice in general to realize the need to come up with a lasting solution on implementation of succession planning. Likewise it offers help for the basic job of human asset and improvement experts in charge of official initiative development, vital hierarchical advancement and arrangement of culture in broad daylight associations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This segment condenses the data from different experts whom already achieved research inside the subject of perceived have an impact on of organizational tradition on succession making plans. It consists of a planned distinguishing evidence; region and investigation of facts containing information recognized with the exam. It features winning speculations identified with influence of organizational tradition on succession planning, Types of Organizational Culture, Succession arranging practices and Empirical review.

2.2 Theoretical foundation of the Study

Theoretically, the study focuses on the side view of models in relation to succession planning and organizational culture. The theories that guided this study were social learning theory, and Transformational leadership theory. These theories have been discussed as follows:

2.2.1 Social learning theory

Albert Bandura, founder of Social learning theory in the 1960s and progressed to Social Cognitive hypothesis in 1986 and stated that gaining knowledge of happens in a social setting with a dynamic and equal conversation of the individual, circumstance and behavior. Mill operator & Dollard (1941) on their proposal sets that if individuals were enlivened to take in a particular lead that particular direct would be learned through clear discernments. Miller & Dollard (1941) battled that by reflecting these watched exercises the individual onlooker would solidify that informed action and

would be compensated with empowering criticism. The proposal of social learning by Bandura (1977) attested that social learning theory exhibits a close connection between a man's apparent self-suitability and direct change whereby self-ampleness originates from execution accomplishments, vicarious experience, verbal impact and physiological states. Bandura (1986) contended that human conduct is caused by close to home, social, and natural impacts. Bandura (2001) demonstrates how new conduct diffuses through society by psychosocial factors overseeing securing and appropriation of conduct. Bandura (2011) recommended that the social issues could be explained through TV serial dramatizations that show models like watchers playing out the coveted conduct.

It is relevant because it explains why leaders in executive positions should have a positive influence in their juniors for future acceptance into such positions when they exit from the organization. The major weaknesses with this theory are ; this hypothesis accentuates on what occurs rather than what the onlooker does with what occurs, it doesn't think about physical and mental changes, doesn't clarify conduct contrasts differences which is unclear the extent of each of the factors into actual behavior and doing this it disregards hormonal and biological factors that may influence behavior regardless of past experiences, it doesn't consider that what one individual perspectives as discipline, someone else may see it like reward.

2.2.2 Transformational leadership theory

This theory was advanced by Bass (1990a); Hickman (1990); Burns (1978). It assumes that transformational leaders have a personal charm to their followers, also have a superior influence and are so much considerate to their personal needs for growth and development (Bass, 1985). Bass (1999) argued that transformational

leaders are considered as change agents since they have that power to influence their followers especially in time of crisis. Transformational leadership is all about the way leaders influences their followers to contribute to the organization through convincing them to make extra effort to achieve strategic goals (Bass, 1999). Leaders indicated by this theory have four aspects that make them exceptional which are inspiration, intellectual stimulation, consideration and charisma. According to Bass (1999) leaders who have such qualities inspire their juniors to be focused on achieving goals in the future and make them focus not only on short term basis but long term too.

Bass (1985) argued that elements of leadership that operate through the· provision of contingent reward are explicitness of instructions, job related communication, involvement of the subordinate in the setting of performance criteria, and support for the subordinate (Bass, 1985). Bass also suggests that environmental factors which foster transformational leadership are: rapid social change, cultural distress, weakened institutional supports, uncertainty, market turbulence, and protection of children's rights (external environment); and unclear goals, flexible structures, and task non-repetitiveness that is organizational environment (Mann, 1987).

Transformational theory additionally fits into the succession planning and management condition that is the reason it is important to the investigation since succession planning starts with authority through mentorship, coaching and so forth. Yukl (1999) recognized seven noteworthy shortcomings: first is the theory fails to elucidate the associating factors between transformational leadership and work results; the overemphasis of the speculation on power frames at the dyadic dimension; the hypothetical basis for separating among the practices isn't obviously clarified; oversight of a few transformational conduct like moving, creating and engaging

supporters; the lacking detail of situational factors like strength of condition, an innovative culture, and predominance of limit spreading over units; the hypothesis does not unequivocally distinguish any circumstance where transformational initiative is inconvenient and transformational initiative hypothesis expect the chivalrous authority generalization.

2.3 Types of Organizational Culture

National culture as shown by Chen (2002) is assimilated right off the bat in life when the individual is as yet unaware of its impact. While then again organizational culture, is procured a lot further down the road at a cognizant dimension. Thus, national culture is more profound established in the person than hierarchical culture. Multifaceted research has exhibited that national culture clarifies somewhere in the range of 25% and half of variety in mentalities (Gannon and Newman, 2003).

Hofstede constructed up his unique version because of making use of factor research to investigate the aftereffects of an overall examine of consultant traits via IBM all through the 1970s. The first speculation proposed four measurements along which social characteristics may be broke down: independence cooperation; vulnerability shirking; manipulate separation and manliness womanliness. A fifth size, lengthy-time period advent, became blanketed in 1991 based totally studies with the aid of Michael Bond who directed an additional research. The manliness size speaks to an inclination inside the public eye for accomplishment, valor, decisiveness and cloth reward for progress. In manly social orders, individuals trust that the jobs of people ought to appear as something else. In these kinds of social orders, men are required to be solid and forceful and accentuate the budgetary achievement. Ladies are additionally anticipated that would be humble and delicate and underline the personal

satisfaction. Be that as it may, in female social orders individuals trusts the solidarity of sexual jobs (Hofstede, 1997). It implies that both the people are relied upon to complement the relational connections, personal satisfaction, help to other people, and less stress to possess needs (Hofstede, 1997).

Independence cooperation alludes to the connection between a man and an arrangement of people in a general public. In independent social orders, individuals have free associations with others, and individuals are relied upon to focus on their undisputed top choices. In any case, in community social orders, individuals have close associations with the general public individuals, acknowledge the gathering's qualities and convictions, and pursue the aggregate top picks (Hofstede, 1997). Tossi & Greckhamer (2004) alluded the way of existence as one that makes a decision to whether or not man or woman or mixture hobby is the favored approach to manipulate problems. In societies arranged closer to independence, people will in widespread stress their character wishes, concerns, and pastimes over the ones in their collecting or affiliation. The inverse is valid in international locations high on cooperation wherein a man or woman is relied upon to communicate with individuals from his or her collecting (Brislin, 1993).

Williamson (2007) clears up the powerlessness avoidance estimation imparts how much the people from an overall population feel uneasy with weakness and ambiguity. The significant issue here is the manner in which an overall population deals with the manner in which that the future can never be known. Countries showing strong weakness avoiding keep up inflexible codes of conviction and lead and are extremist of abnormal direct and contemplations while the weak social requests keep up a more released up aura in which practice counts more than measures. The whole deal presentation estimation is deciphered as handling with

society's sweep for brilliance (Chui & Kwok, 2008). In a society that has no long term plans concentrates most on knowing the solid truth. They are regularizing in their reasoning and show remarkable respect for conventions, a by and large little tendency to safe anything for times to come, and an accentuation on achieving quick results while the inverse is valid for social orders with a long haul introduction. Power separate alludes to degree to which the less incredible individuals in associations (like schools) acknowledge the disparity of intensity. In social orders with an abnormal state of intensity separate, individuals acknowledge the dominance more straightforward than the general population who live in social orders with a low dimension of intensity remove, which thinks about the general population and classes as an esteem (Hofstede, 1980).

2.4 Implementation of Succession planning practices

Ibara (2004) showed that there are three sorts of progression arranging that incorporates substitution arranging, which is a responsive way to deal with staffing that includes recognizing key positions that need substitution, more often than not at the senior levels of the association. The other kind is formative progression arranging which accommodates improvement of representatives to meet future progression holes by prepping them for headway potential outcomes and for practicing expanding specialized capability. In conclusion is ability pool arranging which distinguishes conceivable inward swaps for basic positions and accommodates creating gatherings of individuals to address that difficulty of future authoritative changes. Monstrous change and authoritative patterns have caused conventional SPM ways to deal with wind up out of date (Karaveli and Hall, 2003). Rothwell (2001) indicated that there

are upcoming practices that help human resource managers to execute SPM programs as shown below:

Top management participation: Krauss (2007 & Lockwood (2006) contended that progression plans needs the responsibility of the best officials inclusive of managers in Hr. offices. Lambert (2006) declares that it is those establishments with high administration limit that can plan future pioneers. Correspondingly Thompsen & Smith, (2006) watched a connection between improvement, arrangement, and holding of essential ability and hierarchical limit, which is very impacted by the authority limit of an association. Employees of the organization should also support the activities of the plan.

Hernandes et al. (1991) asserted that an adequate human sources facts gadget is likewise notably wished. In addition to this organizational commitment to promote employees from within and not recruiting outside whenever a position pops up, mentoring, coaching, mentorship and giving feedback to employees contributes to effective implementation of succession planning. Additionally Hernandes (1991) indicated that being accountable in implementing development plan should be stated clearly. Sambrook (2005) indicated that the role of human resource development in implementing succession planning is very important that includes organizational promote, livelihood assist and the culture and proceed of faculty lickety-split.

Rothwell (2005) asserted that rigorous and comprehensive assessment helps in keeping in mind the end goal to execute a progression arranging process, associations must have an exhaustive evaluation on the present and future work, staff, and administration necessities. As indicated by Rothwell (2005) since the principle point is to adjust individuals to the hierarchical jobs, both the examination of the present

execution and evaluation without bounds singular potential must happen in connection to the authoritative vital objectives. A thorough appraisal of individual staff encourages not exclusively recognizing the individuals who are capable and wanting to progress in their vocation upwards, yet additionally distinguishes their formative holes (Rothwell, 2005).

Waymon (2005) indicated that employees competencies/Needs driven assessment needs to be addressed in order to create an effective succession planning model that is through assessing skills and interest of the employees. Through a necessities driven appraisal, an organization can recognize what positions are mission basic and what ranges of abilities are vital for playing out the obligations expected of those positions (SAO 2006). In an organization that is focused on individual employee attention the employees are put in high positions and attached to do those duties to allow them the opportunity to develop (Larson, 2005). These authority tests are followed through clear professional growth that provide employees with stepping stones to prosperity in moving from junior positions to senior positions through promotions. Diamond (2006) expressed that dovetailing a profession improvement plan with the progression plan gives exponential incentive to the organization and additionally to its workers.

2.5 Succession Planning and Organizational Culture

In a take a look at via Shabankareh (2015) in connection between organizational lifestyle and employee succession planning in Keshavarzi financial institution in Tehran - Republic of Iran revealed that dominant features such as management styles, internal consistency in recognizing employees, goals achievement and success criteria have a great influence in identifying key leaders within an organization. Suppiah (2008) considered on succession planning and management practices among private

part firms in Malaysia and discovered that by and large, firms in Malaysia utilized a powerful progression arranging framework. Quite, 56% generally expansive firms rehearsed formal progression arranging driven by the longing for organization development and the need to enhance business results.

Anthony (2012) carried out a study on effective succession planning in construction companies in Arizona State-USA where he discussed human resources are a very crucial aspect to deal with in the construction companies. The study revealed that having an effective succession management system reduces crisis when it comes to leadership succession. In an examination completed by Neetha (2011) on progression arranging and its effect on organization performance in the IT industry Bangalore-India showed that succession planning and organizational performance in IT consultancy is regarded greater than in IT product/ Research corporations and the relationship between succession-planning organizational performances was likewise observed to be sure.

In another study by Abdalla (2013) on succession planning among commercial banks in Kenya showed how succession planning in largest number of commercial Banks in Kenya is not a continuous process it only happens when a CEO is being sought and once in the office it is forgotten till another season. Another examination by Kopar (2015) because of organizational culture on technique execution in the University of Nairobi revealed that Culture is induced from the recruitment of staff to deployment, the way work is done, and how systems are developed to support the work.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section discusses the methodology the researcher used in the research. The method includes; the research design, target population, data collection process, the instruments used for gathering data and data analysis methods used in the study.

3.2 Research Design

Research design as per Orodho (2005) is the arrangement, structure and methodology of researching proposal for acquiring responses to research questions. The researcher used a descriptive research design to establish the influence of organizational culture on the implementation of succession planning in the Public service Commission. According to Kothari (2004) this design is preferred by most researchers since it is possible and easy for the researcher to get the correct and reliable information from the employees in an organization and it's a cheaper method of studying and finding out correct and accurate information within the given time.

The design was found appropriate since it did not attempt to control or manipulate variables but it determined current status of phenomena Clive (2006) it only concentrated on establishing, formulating, testing and discussion within and between the variables (Best &Khan 2007). Researchers such as GLOBE (2002) & Hofstede (1980) used quantitative methods that involved the use of mathematical calculation in finding mean, standard deviation and regression analysis for their data collection with questionnaires that have scales. The primary advantage of this research layout is the capability to gather massive quantities of facts from extensive population in a quite cost-effective manner.

3.3 Target Population

A study by Ngechu (2004) described study population as a group of people, items, firms or services that a researcher needs to investigate on. According to Mugenda & Mugenda (1999) populace is the total of such fits in with a given particular. The target population for this study constituted all the employees of the Public Service Commission of Kenya who are 220 in total. The targeted staff comprised of senior, middle level management and support staff.

A census survey was conducted where all the employees were the respondents. Rossi et al (1983) supports using survey by means of indicating that it is an essential tool for collecting and reading data from decided on people and it's miles extensively established as a key device for carrying out and making use of fundamental social technological know-how study's methodology. The summary of the composition of secretariat staff by designation salary scale and gender are as indicated below:

Table 3.1 Composition of Secretariat

Designation	PSC Salary Scale	Male	Female	No. of officers	Percentage %
CEO	-	0	1	1	0.45
Deputy Commission secretary	9	1	1	2	0.91
Director	8	4	2	6	2.73
Deputy Director	7	14	10	24	10.91
Assistant Director	6	16	14	30	13.64
Snr officer	5	17	16	33	15.00
Officer	4	18	42	60	27.27
Assistant Officer	3	20	13	33	15.00
Div Assistant Officer I	2	12	9	21	9.55
Div Assistant Officer II	1	5	5	10	4.55
Total		107	113	220	100.00

Source: Research data (2018)

3.4 Data Collection

Primary data was obtained data from the staff of the Public Service Commission of Kenya. The data collection tool used by the researcher was a questionnaire. The questionnaire comprised of three sections where section one focused on demographic information and section two focused on organizational culture and section three comprised implementation of succession planning. All the questions with the exception of the demographic data were on five point Likert scale ranging from the highest scale; 5= strongly agree; 4= agree; 3= neutral; 2= disagree; and 1= strongly disagree. A research assistant was used to help in dropping off the questionnaires to the heads of divisions in the Public service Commission. The researcher carried out a pretest on the questionnaire before its administration to ensure the data collected will be reliable. As per Kothari (2004) the motivation behind pre-testing the information instrument is to guarantee that the things in the instrument are expressed plainly and have a similar significance to every one of the respondents. Pre-testing grants refinement before the last test (Cooper and Schindler, 2003).

3.5 Data analysis

The statistics collected was changed into analyzed quantitatively by means of the use of descriptive records which includes frequencies, percentages, means, and standard deviation. Statistical package for Social Sciences (SPSS) turned into used to investigate the data generated. There after easy linear regression evaluation turned into performed to decide the perceived impact of organizational culture on implementation of succession planning. The data was first cleaned, edited, scrutinized and coded before actual analysis was done. According to Mugenda & Mugenda (2003) cleaning, editing, scrutinizing and coding data are very essential to make sure

that the data collected is scientifically organized in a way that enables analysis. The results from the data analysis are presented in the form of charts, graphs and tables.

Simple linear regression model: $Y = \beta_0 + \beta X + \epsilon$

Where Y = Implementation of succession planning, X = organizational culture,

β = coefficient of independent variable, β_0 = constant, ϵ = Error Margin

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This section condenses the analysis, findings of the data, and discussion in relation to the main objective of the study which sought to determine the perceived influence of organizational culture on the implementation of succession planning in the Public Service Commission of Kenya. The data collected was analyzed quantitatively by use of descriptive statistics which included frequencies, percentages, means and standard deviation. Regression analysis was also done to determine the influence of organizational culture on the implementation of succession planning.

4.2 Response Rate

The study targeted the two hundred and twenty (220) employees of the Public Service Commission. A total of two hundred and twenty (220) questionnaires were circulated and controlled to the employees of the Public Service Commission, and fortunately one hundred and eighty (180) questionnaires were entered which later served back giving an average response rate of 82% for all the respondents as presented in Table 4.1. Some of the employees had already applied for leave, others were on training and some questionnaires were not fully filled hence regarded as spoilt making up for the 18% of the total 100% targeted respondents. In concurrence (Mugenda and Mugenda, 1999) this response rate became true and representative on account that he stipulated that a go acknowledgment perceive of 50% is acceptable for evaluation and flier; a sortie of 60% is well disposed and a recognition treasure of 70% and jilt is artful understand. The response of the employees was as indicated below:

Table 4.1: Response Rate

Response	Frequency	Percentage (%)
Responded	180	82
No response	40	18
Total	**220**	**100**

Source: Research data 2018

Figure 4.1: Response Rate

Response rate

18%

Responded
No response

82%
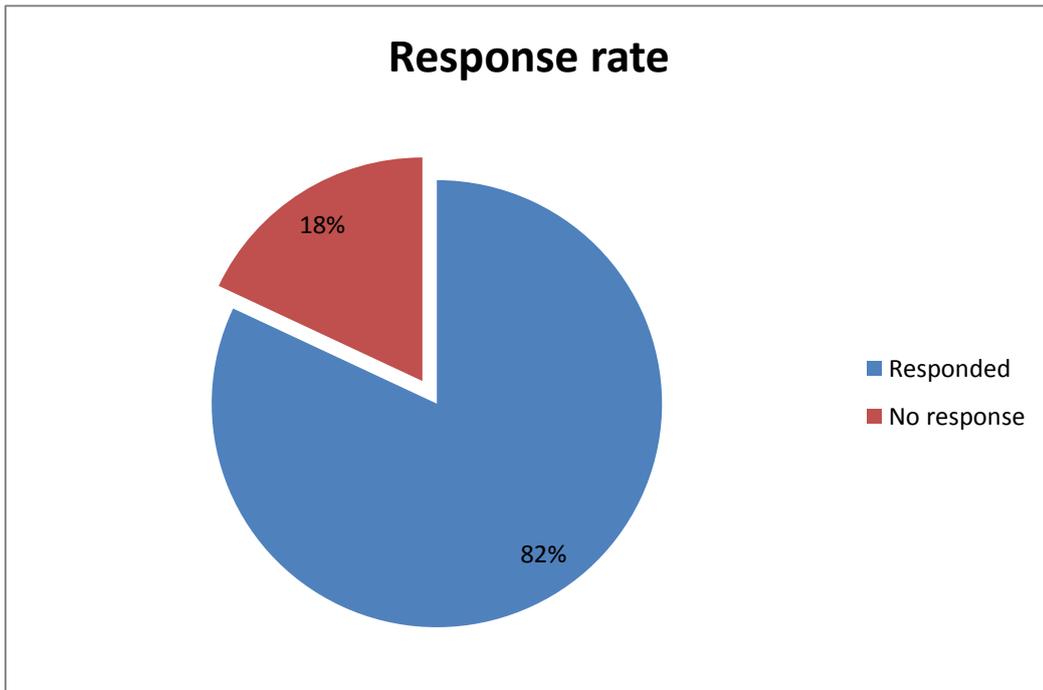
Source: Research Data (2018)

4.3 Demographics

With the end goal to catch the foundation data of the respondents, issues, for example, the sex, Job gathering, length of administration, age section and scholastic capability were tended to in the main segment of the survey. This was essential since it improved dependability of the data given and gave the fundamental comprehension of the respondents.

4.3.1 Gender

Table 4.2: Gender

	Frequency	**Percentage**
Male	97	54
Female	83	46
Total	**180**	**100**

Source: Research Data (2018)

Figure 4.2: Gender
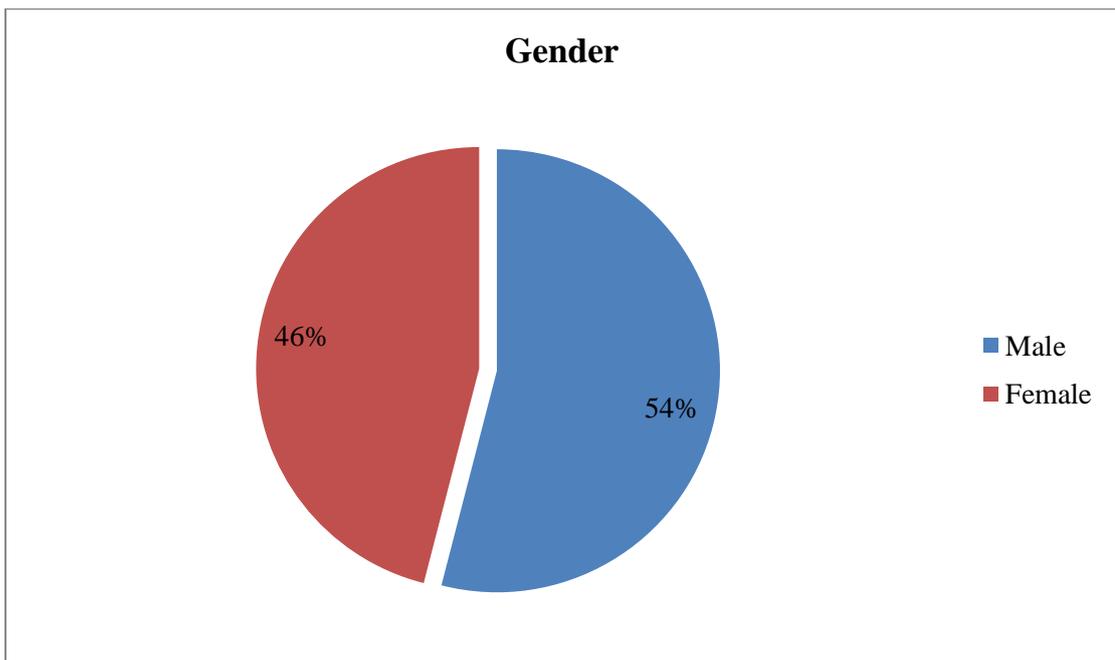
Source: Research data 2018

From the discoveries in table 4.2, majority (54%) of the respondents were male while 46% were female. This implied that the total number of the respondents has more males than female employees however there was fair representation of both gender in the service.

4.3.2. Job Group

The respondents were requested to indicate their Job Groups. Findings as per 4.3.

Table 4.3 Job Group

	Frequency	Percentage
A	10	5.56%
B	5	2.78%
C	10	5.56%
E	9	5.00%
F	8	4.44%
G	10	5.56%
H	20	11.11%
K	22	18.89%
L	40	22.22%
M	10	5.56%
N	2	1.11%
P	5	2.78%
S	10	5.56%
T	4	2.22%
U	3	1.67%
	180	**100.00%**

Source: Research data (2018)

Figure 4.3: Job group
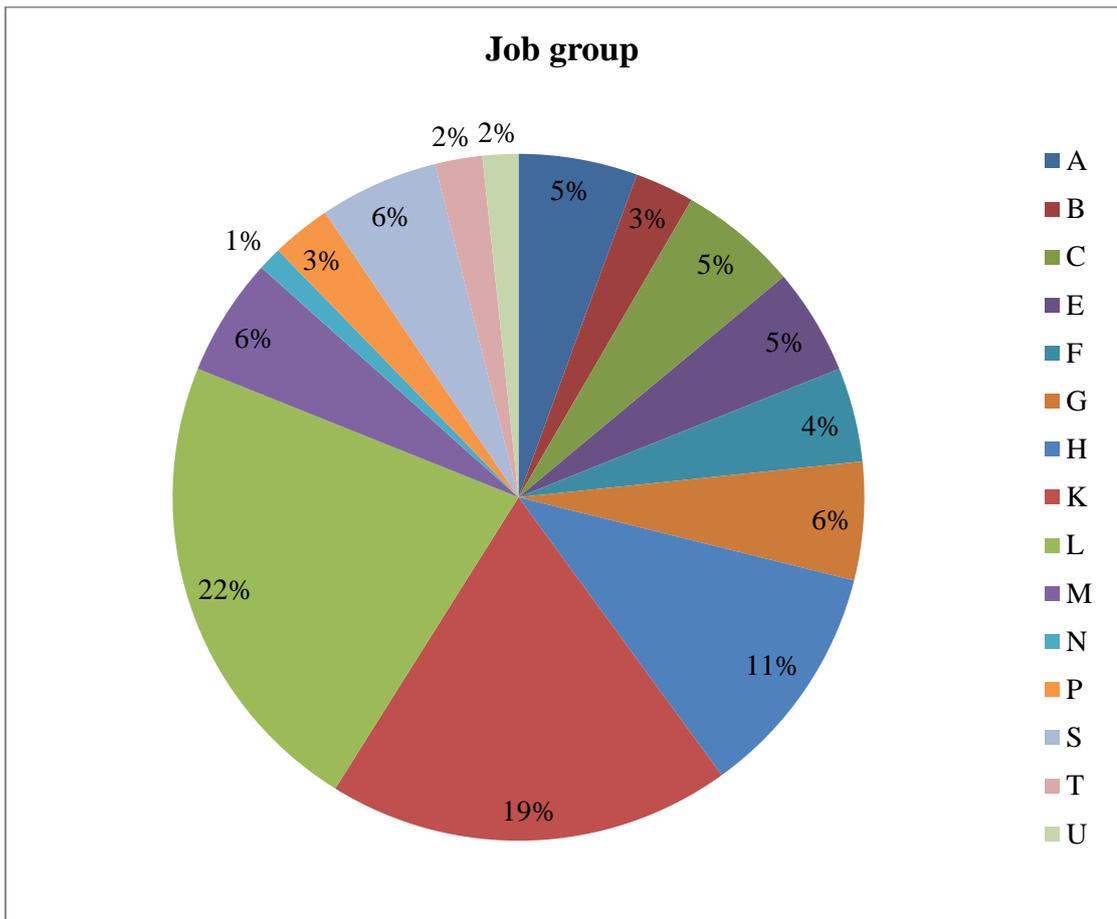
Source: Research Data (2018)

In the discovery big number was in 22.22% Job group L, 18.89% Job group K, 11.11% Job group H, 5.56% Job group A, 5.56% Job group C, 2.78% Job group B, 5% Job group E, 4.44% Job group F, 5.56% Job group G, 5.56% Job group M, 1.11% Job group N, Job group, 5.56% Job group S, Job group T, Job group U. From these findings we can deduce that majority of the respondents were from K and L and the findings were obtained across the job groups hence reliable information was collected which informed the study.

4.3.3 Length of Service

The respondents were requested to indicate their length. Findings as per 4.4

Table 4.4 Length of service

Length service of (yrs)	Frequency	Percentage
1 to 5 Years	50	27.78%
6 to 10 years	62	34.44%
11 to 15 Years	40	22.22%
16 to 20 years	15	8.33%
20 years and above	13	7.22%
	180	**100.00%**

Source: Research data (2018)

Figure 4.4 length of service
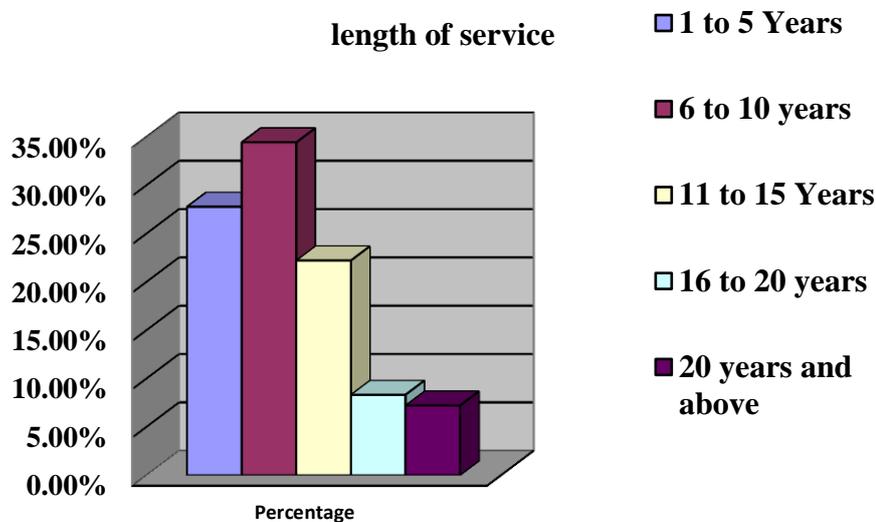
Source: Research data 2018

According to the findings in table 4.4 majority of the respondents had worked for 34.44% had worked 6 to 10 years, 11 to 15 years 22.22%, 27.78% 1 to 5 years, 16 to 20 years 8.33% , 7.22% 20 years and above. From these findings we can deduce that the respondents had diseased pounding ample to know the organization culture and succession planning at public service commission hence gave reliable information.

4.3.4 Age bracket

The respondents were requested to indicate their age bracket. Findings as per table 4.5

Table 4.5 Age bracket

Age (Yrs)	Frequency	Percentage
18-20	5	2.78%
21-30	18	10.00%
31-40	92	51.11%
41-50	50	27.78%
51-55	10	5.56%
56-60	5	2.78%
Total	180	100.00%

Source: Research data 2018

Figure 4.5 Age
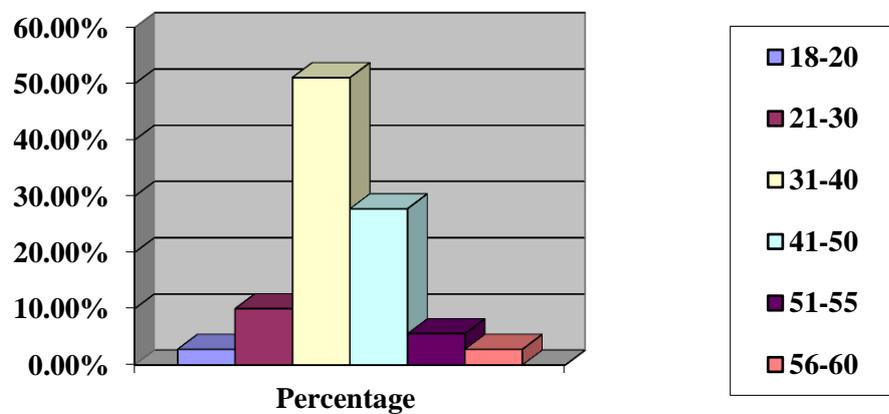
Source: Research Data (2018)

According to the findings in table 4.5 majority of the respondents, 51.11% were aged 31-40 years, 27.78% were aged 41-50 years, 10.00% were aged 21-30 years, 5.56% were aged 51-55 years, 2.78% were aged 18-10 years and 56-60 years. From these findings we can deduce that the seniority of the respondents were centre of aged and had exposure to organization culture.

4.3.5 Academic qualifications

The respondents were requested to indicate academic qualifications

Table 4.6: Academic qualifications

Academic qualification	Frequency	Percentage
KCPE	0	0.00%
KCSE	6	3.33%
Craft Certificate	7	3.89%
Diploma	70	38.89%
Degree	80	44.44%
Postgraduate	17	9.44%
Total	**180**	**100.00%**

Source: Research data (2018)

Figure 4.6: Academic qualifications
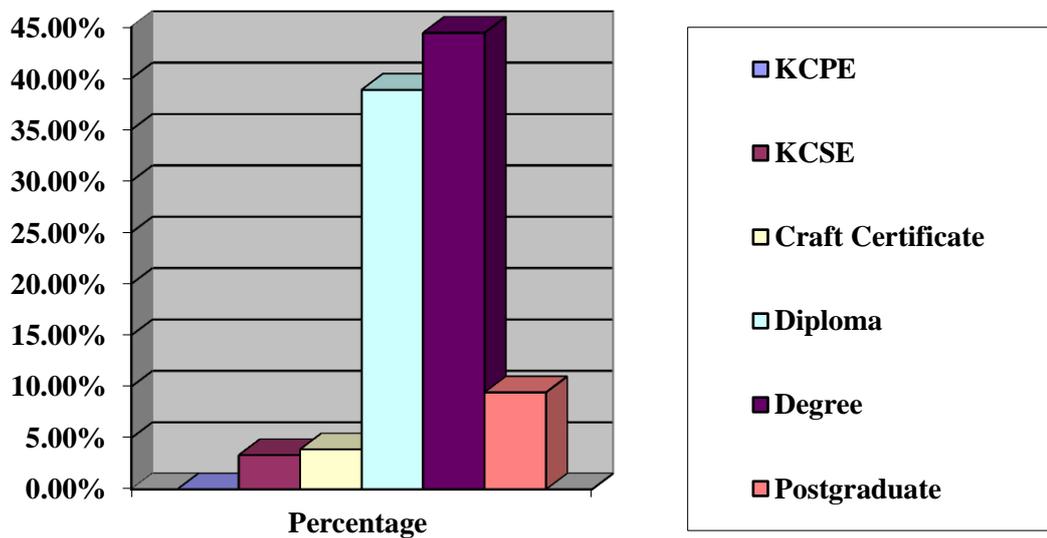
Source: Research data 2018

According to the findings in table 4.7 majority of the respondents, 44.44% had degree, 38.89% had diploma, 9.44% were postgraduate, 3.89% had craft certificate and 3.33% had KCSE from these findings we can deduce that the majority of the

respondents had high education and therefore understood the contents of research instruments and therefore gave reliable information.

4.4 Organizational culture

4.4.1 Power distance

The respondents were requested to indicate their level of agreement on statements relating to power distance, the findings as presented in table 4.7

Table 4.7 Power distance

Statement	Mean	Std. Dev.
People in executive positions should make most decisions without consulting their juniors.	2.23	0.82
Executives should not ask the opinions of their juniors too frequently.	1.86	0.63
Promotions should only be for people in higher positions	2.33	0.01
Managers should avoid socializing with people in lower positions.	3.01	0.00
People in junior positions should not disagree with decisions by their leaders.	2.65	0.03
People in leadership positions should not delegate important tasks to people in junior positions.	2.32	0.02
Aggregate mean on power distance	**2.4**	**0.25**

Source: Research data 2018

According to the findings in table 4.6 the respondents disagreed that People in executive positions should make most decisions without consulting their juniors as shown with a mean of 2.23 and SD of 0.82. The respondents also disagreed that when in executive positions one should make most decisions without consulting their juniors as shown with a mean of 1.86 and SD of 0.63, promotions should only be for people in higher positions as shown with a mean of 2.33 and SD of 0.01, managers should avoid socializing with people in lower positions as shown with a mean of 3.01 and SD of 0.00, being in junior positions one should not disagree with decisions by

their leaders as shown with a mean 2.65 and SD of 0.03, while in leadership

positions one should not delegate important tasks to those in junior positions as

shown with a mean of 2.32 and SD of 0.02. Overall the respondents indicated there

should be low power distance between the leaders and the junior employees as

shown with aggregate mean of 2.4 which was relatively high indicating that most of

the respondents had diverse opinion on this aspect. The findings imply that Public

Service Commission believes in lowering power distance between the seniors and

juniors.

4.4.2 Uncertainty avoidance

The respondents were requested to indicate their level of agreement on statements

relating to uncertainty avoidance, the findings as presented in table 4.8

Table 4.8 Uncertainty avoidance

Statement	Mean	Std. Dev.
Employees have to have directions spelled enter detail in order that they forever apprehend what they're expected to try and do.	3.89	0.02
To avoid unnecessary arguments it is important to closely follow instructions and procedures.	3.56	0.44
Providing employees with rules and regulations is important so as to inform them what is expected.	4.00	0.43
Having standardized work procedures are helpful	3.78	0.02
Following instructions for operations is very important	3.65	0.04
Aggregate mean on Uncertainty avoidance	**3.77**	**0.95**

Source: Research data 2018

According to the findings in table 4.8 the respondents agreed that employees need to

have directions spelled call at detail in order that they perpetually apprehend what

they're expected to try do as shown with a mean of 3.89 and SD of 0.02, to avoid

unnecessary arguments it is necessary to closely follow directions and procedures, as

shown with a mean of 3.56 and SD of 0.44, providing employees with rules and

regulations is important so as to inform them what is expected as shown with a mean of 4.00 and SD of 0.43, having standardized work procedures are helpful as shown with a mean of 3.78 and SD of 0.02, following instructions for operations is very important as shown with a mean of 3.65 and SD of 0.04. Overall the respondents were in agreement uncertainty avoidance is paramount as shown with a mean of 3.77 which is very high compared to the other factors meaning that the respondents agreed on the aspects of uncertainty avoidance but their opinions were varied that is the reason for the higher standard deviation.

4.4.3 Collectivism

The respondents were requested to point their level of agreement on statements relating to collectivism, the findings as presented in table 4.9

Table 4.9 Collectivism

Statement	Mean	Std. Dev.
Sacrificing individual self-interest for the group in the working place is important	3.74	0.03
Employees should stick with group members even in rough times.	3.64	0.02
Rewarding a bunch welfare is a lot of vital than individual reward	4.40	0.03
Achieving a bunch success is a lot of vital than individual success.	4.00	0.04
The welfare goals should be considered first before considering Individuals goals	3.98	0.03
It is vital to encourage cluster loyalty whether or not Individual goals suffer.	3.57	0.01
Aggregate mean on Collectivism	**3.88**	**0.02**

Source: Research data 2018

According to the findings in table 4.9 the respondents agreed that sacrificing individual self-interest for the group in the working place is important as shown with a mean of 3.74 and SD of 0.03, employees should stick with group members even in rough times as shown with a mean of 3.64 and SD of 0.02, rewarding a bunch welfare

is additional necessary than individual reward as shown with a mean of 4.40 and SD of 0.03, achieving a group success is more important than individual success as shown with a mean of 4.00 and SD of 0.04, the welfare goals should be considered first before considering Individuals goals as shown with a mean of 3.98 and SD of 0.03, It is important to uplift loyal group members even if Individual goals suffer as shown with a mean of 3.57 and SD of 0.01. Overall the respondents had emphasis on collectivism in the organization as shown with a mean of 3.88. These findings indicate that most respondents believe in collectivism thus group work is more preferred over individual work.

4.4.4 Masculinity vs Feminism

The respondents were requested to point their level of agreement on statements relating to masculinity and feminism, the findings as presented in table 4.10

Table 4.10 Masculinity and feminism

Statement	Mean	Std. Dev.
It is a lot of vital for men to own knowledgeable career than it's for girls.	1.86	0.02
Men typically solve issues with logical analysis; ladies typically solve issues with intuition.	2.75	0.03
Solving tough issues typically need an energetic, forceful approach that is typical of men.	3.47	0.01
It is a lot of vital for men to own knowledgeable career than it's for girls.	1.97	0.21
Men typically solve issues with logical analysis; ladies typically solve issues with intuition.	3.44	0.34
Solving tough issues typically need an energetic, forceful approach that is typical of men.	3.00	0.05
Aggregate mean on	**2.74**	**0.11**

Source: Research data 2018

According to the findings in table 4.10 the respondents disagreed that it is additional vital for men to own knowledgeable career than it's for girls as shown with a mean of

36

1.86 and SD of 0.02, men usually solve logical problem analysis; women usually solve problems with intuition as shown with a mean of 2.75 and SD of 0.03 solving troublesome issues typically need a full of life, forceful approach, that is typical of men as shown with a mean of 3.47 and SD of 0.01.

There is much need for men to get education more than women do as shown with a mean of 1.97 and SD of 0.21, men sometimes solve issues with logical analysis; girls sometimes solve issues with intuition as shown with a mean of 3.44 and SD of 0.34, solving tough issues sometimes need an energetic, forceful approach, that is typical of men as shown with a mean of 3.00 and SD of 0.05. On overall the respondents had agreement that masculinity and feminism emphasis should be low as possible in the organization such that duties and responsibilities should be delegated depending on the employee merit and capacity as shown with a mean of 2.74. These findings imply that female employees should have equal opportunities with men in both professionalism and opportunities in the working place.

4.4.5 Long-term orientation

The respondents were requested to point their level of agreement on statements referring to long term orientation, the findings as presented in table 4.11

Table 4.11 Long-term Orientation

Statement	Mean	Std. Dev.
Financial management by employees is observed	3.50	0.12
Emphasis is more on persistence rather than quick results	3.99	0.14
Employees relate according to their status	3.86	0.33
The commission believes in long-term planning	4.50	0.14
Encouraging leisure time among staff members is very important	3.72	0.11
The commission encourages working hard for success in the future	3.75	0.21
Aggregate mean on long term orientation	**3.88**	**0.175**

Source: Research data 2018

According to the results in table 4.11 the respondents agreed that financial management by employees is observed as shown with a mean of 3.50 and SD of 0.12, emphasis is more on persistence rather than quick results as shown with a mean of 3.99 and SD of 0.14, employees relate according to their status as shown with a mean of 3.86 and SD of 0.33.The commission believes in long-term planning as shown with a mean of 4.50 and SD of 0.14. Encouraging leisure time among staff members is very important as shown with a mean of 3.72 and SD of 0.11, the commission encourages working hard for success in the future as illustrated with a mean of 3.75 and SD of 0.25. On average the respondents agreed that long-term orientation should be observed as shown with a mean of 3.88. These findings imply that long term orientation should be practiced. On the contrary the employees feel that mechanisms to deal with financial management should be established in the Public Service Commission to minimize mismanagement of funds among the employees.

4.6 Implementation of succession planning in the organization

4.6.1 Organizations system factors

The respondents were requested to indicate their level of agreement on statements relating to uncertainty avoidance, the findings as presented in table 4.12

Table 4.12 Organizations system factors

Statement	Mean	Std. Dev.
The commissions shared values and beliefs effectively addresses implementation of succession planning	3.00	0.03
Minimal politicization of posts effectively addresses implementation of succession planning	4.00	0.03
The commission's work ethics effectively addresses implementation of succession planning	3.44	0.002
The commission's talent audit effectively addresses implementation of succession planning	4.00	0.03
The commission's human resource plan effectively addresses implementation of succession planning.	3.76	0.02
The commission's career management plans effectively addresses implementation of succession planning	3.77	0.98
The Commissions technology advancement and embrace effectively addresses implementation of succession planning.	3.56	0.34
Flat structure communication effectively addresses implementation of succession planning.	3.73	0.21
The commission investment in human capital effectively address implementation of succession planning	3.65	0.43
The commission's teamwork and camaraderie effectively addresses implementation of succession planning	3.43	0.50
Commission's financial condition effectively addresses implementation of effective succession plans.	2.89	0.11
The commission training programme effectively addresses implementation of succession planning.	3.50	0.34
Aggregate mean on Organizations system factors	**3.56**	**0.25**

Source: Research data 2018

According to the findings in table 4.12 the respondents agreed that the commissions shared values and beliefs effectively addresses implementation of succession planning as shown with a mean of 3.00 and SD of 0.03, minimal politicization of posts effectively addresses implementation of succession planning as shown with a mean of 4.00 and SD of 0.03, the commission's work ethics effectively addresses implementation of succession planning as shown with a mean of 3.44 and SD of 0.002, the commission's talent audit effectively addresses implementation of succession planning as shown with a mean of 4.00 and SD of 0.003, the commission's human resource plan effectively addresses implementation of succession planning as

shown with a mean of 3.76 and SD of 0,02, the commission's career management plans effectively addresses implementation of succession planning as shown with a mean of 3.77 and SD of 0.98, the commissions technology advancement and embrace effectively addresses implementation of succession planning as shown with a mean of 3.56 and SD of 0.34, flat structure communication effectively addresses implementation of succession planning as shown with a mean of 3.73 and SD of 0.21, the commission investment in human capital effectively address implementation of succession planning as shown with a mean of 3.65 and SD of 0.43, the commission's teamwork and camaraderie effectively addresses implementation of succession planning as shown with a mean of 3.43 and SD of 0.50, commission's financial condition effectively addresses implementation of effective succession plans as shown with a mean of 2.89 and SD of 0.11, the commission training programme effectively addresses implementation of succession planning as shown with a mean of 3.50 and SD of 0.34. On average the respondents were in agreement that organization factors is vital in implementation of succession planning as shown with a mean of 3.56. This implies that most respondents varied on their opinions, the reason for high standard deviation more than the management and personnel factors.

4.6.2 Management factors

The respondents were requested to point their level of agreement on statements relating to management factors, the findings as presented in table 4.13.

Table 4.13 Management factors

Statement	Mean	Std. Dev.
Delegation of authorities to juniors helps in gaining mutual trust hence prepare employees for key positions in future	3.54	0.03
Praising and recognizing good performance effectively addresses implementation of succession planning	4.00	0.04
Promoting personal and professional development through mentoring and coaching effectively addresses implementation of succession planning	3.87	0.78
Management of conflicts in the commission effectively addresses implementation of succession planning	3.76	0.20
Job rotation effectively addresses implementation of succession planning.	4.00	0.02
Favoritism in treatment of people addresses effective implementation of succession planning	2.87	0.03
Management styles effectively addresses implementation of succession planning	4.00	0.04
The Employee empowerment plan effectively addresses implementation of succession planning	4.57	0.03
The employees job enrichment effectively addresses successful implementation of succession planning	3.86	0.03
The leaders embraces effective performance culture that helps address implementation of succession planning	4.00	0.09
The commission has an effective skills inventory that helps address effective implementation of succession planning	4.52	0.23
The managers encourage constructive competition that helps address effective implementation of succession planning.	4.32	0.02
The managers embrace transparency and trust development that effectively addresses implementation of succession planning.	2.87	0.03
Aggregate mean on management factors	**3.86**	**0.12**

Source: Research data 2018

According to the findings in table 4.13 the respondents agreed delegation of authorities to juniors helps in gaining mutual trust hence prepare employees for key positions in future shown with a mean of 3.54 and SD of 0.03. Praising and recognizing good performance effectively addresses implementation of Succession planning shown with a mean of 4.00 and SD of 0.04, promoting personal and professional development through mentoring and coaching effectively addresses implementation of succession planning shown with a mean of 3.87 and SD of 0.78. Management of conflicts in the commission effectively addresses implementation of

succession planning shown with a mean of 3.76 and SD of 0.20, Job rotation effectively addresses implementation of succession planning shown with a mean of 4.00 and SD of 0.02. The respondents disagreed that favoritism in treatment of people addresses effective implementation of succession planning shown with a mean of 2.87 and SD of 0.03. The respondents agreed that management styles effectively addresses implementation of succession planning shown with a mean of 4.00 and SD of 0.04.

The respondents also agreed that the Employee empowerment plan effectively addresses implementation of succession planning shown with a mean of 4.57 and SD of 0.03. The employee's job enrichment effectively addresses successful implementation of succession planning shown with a mean of 3.86 and SD of 0.03. The respondents agreed that the leader's embraces effective performance culture that helps address implementation of succession planning shown with a mean of 4.00 and SD of 0.09. The commission has an effective skills inventory that helps address effective implementation of succession planning shown with a mean of 4.52 and SD of 0.23. The managers encourage constructive competition that helps address effective implementation of succession planning shown with a mean of 4.32 and SD of 0.02. The respondents disagreed that the managers embrace transparency and trust development that effectively addresses implementation of succession planning shown with a mean of 2.87 and SD of 0.03. Overall the respondents were in agreement that management factors affect implementation of succession planning with an aggregate mean of 3.86. The small standard deviation implied that the respondents had similar opinion.

4.6.3 Personnel factors

The respondents were requested to indicate their level of agreement on statements relating to personnel factors, the findings as presented in table 4.14

Table 4.14 Personnel factors

Statement	Mean	Std. Dev.
The commissions organizational identity and loyalty to the employees effectively addresses implementation of succession planning	3.65	0.67
The talent management programme effectively addresses implementation of succession planning	4.00	0.03
Employees counseling programme effectively addresses implementation of succession planning	3.65	0.03
Employees peer envy on promotions is minimal thus helps address effective implementation of succession planning	2.89	0.002
Employees have full trust with the organization that helps address effective implementation of succession planning	4.44	0.03
Employees support on personal growth and development effectively addresses implementation of succession planning	4.32	0.02
Better facilities to work with for the employees helps address effective implementation of succession planning	4.56	0.23
Employees morale effectively addresses implementation of succession planning	3.51	0.21
Common set of moral principles helps address effective implementation of succession planning	3.57	0.11
Conducive working environment helps address effective implementation of succession planning	3.71	0.34
Freedom to use own judgment helps address effective implementation of succession planning	3.87	0.65
Better understanding of organizations purpose helps address effective implementation of succession planning	3.92	0.43
Employee recognition on good performance helps address effective implementation of succession planning	3.67	0.34
Aggregate mean on personnel factors	**3.82**	**0.23**

Source: Research data 2018

According to the findings in table 4.14 the commissions organizational identity and loyalty to the employees effectively addresses implementation of succession planning shown with a mean of 3.65 and SD of 0.67, the talent management programme effectively addresses implementation of succession planning shown with a mean of

4.00 and SD of 0.04, employees counseling programme effectively addresses implementation of succession planning shown with a mean of 3.65 and SD of 0.03, respondents disagreed employees peer envy on promotions is minimal thus helps address effective implementation of succession planning shown with a mean of 2.89 and SD of 0.002.

The respondents also agreed that employees have full trust with the organization that helps address effective implementation of succession planning shown with a mean of 4.44 and SD of 0.03, employees support on personal growth and development effectively addresses implementation of succession planning shown with a mean of 4.32 and SD of 0.02.

The respondents agreed that better facilities to work with for the employees helps address effective implementation of succession planning shown with a mean of 4.56 and SD of 0.23, employees morale effectively addresses implementation of succession planning shown with a mean of 3.51 and SD of 0.21. The respondents also agreed that common set of moral principles helps address effective implementation of succession planning shown with a mean of 3.57 and SD of 0.11, conducive working environment helps address effective implementation of succession planning shown with a mean of 3.71 and SD of 0.34, freedom to use own judgment helps address effective implementation of succession planning shown with a mean of 3.87 and SD of 0.65, better understanding of organizations purpose helps address effective implementation of succession planning shown with a mean of 3.92 and SD of 0.43, employee recognition on good performance helps address effective implementation of succession planning shown with a mean of 3.67 and SD of 0.34. Overall the respondents agreed that personnel factors affect implementation of succession planning with and aggregate mean of 3.82.

4.7 Regression Analysis

Simple linear regression analysis was used to establish the relationship between the Organization culture (independent variable) and Implementation of succession planning (dependent variable). The researcher applied the statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the simple regressions for the study.

Table 4. 15 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	1.039	.729		1.425	.000
Organization Culture	0.752	0.1032	0.152	4.223	.002

Source: Research data 2018

The model synopsis discoveries are as appeared in Table 4.16 underneath.

Table 4.16 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.832	0.692	0.632	0.6134

From the results shown above in table 4.15, the regression coefficient indicates that organizational culture has a great influence on implementation of succession planning. This is indicated by the independent variable where; (t=4.223) p=0.002) meaning organizational culture has a significant influence on implementation of

succession planning. From the results obtained in table 4.15 it shows the relationship between the independent variable and the predictor variable as shown in the following model, the equation: $Y = \beta_0 + \beta X + \varepsilon$; becomes: $Y = 1.039 + 0.752X + \varepsilon$.

Where;

Y= implementation of succession planning

X= organizational culture

β as the coefficient value for the independent variable in this case being organizational culture has the following implication on the dependent variable implementation of succession planning. This model predicts that when all other factors are held constant a unit increase in organizational culture increases implementation of succession planning by 0.752 units (75.2%). This shows that there is a strong influence of organizational culture on implementation of succession planning. The constant value implies that holding all other factors constant implementation of succession planning will be at 1.039 units.

According to the findings indicated in table 4.16 only 69.2% of the changes in implementation of succession planning in the public service commission of Kenya are explained by variations in organization culture as represented by the R^2. This consequently capability that different elements not studied in this research impact 30.8% of succession planning in the public service commission of Kenya. This proves that researchers should consider carrying out further study to investigate the other factors (30.8%) that influence succession planning in the public service commission of Kenya. These findings are a prove of what former scholars have carried out study on and found that organizational culture have influence on implementation of succession planning.

4.8 Discussion of Findings

The main objective of this study was to explore the perceived influence of organizational culture at the implementation of succession planning. This study helps the existing theories in that organizational culture has been observed to be a very contextual aspect in implementation of succession making plans. This study too confirmed the influence of power distance that is the organizations leadership strategies in implementation of succession planning. Soni (2006) in her study concurred with the same that leaders' reluctance to take on the succession planning task is one of the factors that hinder the implementation of succession. Dempsey (2005) concurs with the same in that those who prioritize leadership development are more likely to see a return on their investment. This study also supports the need to retain employees in an organization for the purposes of succession planning other than recruiting from the outside that affects the mutual trust of employees and cause employee turnover.

Pynes (2004) demonstrated that for workforce and effective intending to succeed HR administration experts must end up vital accomplices with supervisors and grow new abilities and skills. The present findings suggest that a healthy organizational culture is that one that adopts the culture of openness, employee recognition, mutual trust, friendliness, oneness, teamwork, collaborative, and an organization that embraces new technology where talents of personnel can be nurtured without discrimination on social status tribalism. Financial condition in the organization determines the success of implementing succession planning. This is supported by Soni (2006) who found out that excessive costs or lack of resources may be an obstruction in the implementation of succession planning.

The study also found out that long term orientation is important as concurred by Hewitt (2009) who discovered that association profound progression arranging is a mind boggling process requiring duty and long haul arranging at all dimensions and without an intensive examination of age and aptitude profile no serviceable arrangement can be made. The respondents agreed that the organization system that effectively embraces technology advancement addresses implementation of succession planning. These findings concurs with Indeje & Zheng (2010) in their study on organizational culture and information systems implementation, that organizational subculture has a sturdy influence on information systems development and implementation.

The PSC has the constitutional responsibility to ensure succession planning is implemented. Simon (2007) revealed that it is the obligation of each association to guarantee that there is a free stream of ability rising up out of inside the association and in this regard, succession coming up with helps to attain this through the implementation of leadership development programmes (Hollington, 2007). The findings of the study concur with study by Smith (2006) who found out that there is a connection between improvement, arrangement, and holding of essential ability and hierarchical limit, which is very impacted by the authority limit of an association. The study also indicated that employees of the organization should also support the activities of the plan.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The goal of the study was to determine the perceived influence of organizational culture on the implementation of succession planning in the Public Service Commission of Kenya. This offers a summary of the study and makes end and hints based on the outcomes. The chapter additionally affords implications of the study and tips for in addition research.

5.2 Summary of Findings

This study found that power distance affects implementation of succession planning. The power distance through executives consulting their juniors and involving them in decision making and explaining well the tasks. The findings also indicated people in leadership position should delegate tasks and this should also involve important tasks. The study found that uncertainty avoidance is important for successful implementation of succession planning. For employees to know what is required of them the management should give guidelines set by the organization. The findings indicate that there should be standardized work procedure, this will help aid the employees in different department or sections with ease and it will also aid in training future employees in the public service commission.

The study found out that collectivism is important for successful implementation of succession planning in that employees should stick with group members even in rough times and management to should come up with ways of rewarding groups as opposed to individual rewards. The study found there is need for both men and women to have equal chances in professional career at public service commission.

The thoughts that Men as a rule tackle issues with legitimate examination; ladies generally take care of issues with instinct and taking care of troublesome issues as a rule require a functioning, persuasive methodology, which is commonplace of men can only fuel crisis in succession planning and should be controlled. The study also found that there should be long-term orientation for effective succession planning which can be achieved through good employee financial management and emphasis on quick results.

On implementation of succession planning the study found organization system factors was critical and public service is looking into technology advancement and human capital which embrace effective implementation of succession planning. The study also found that type of management affect succession planning through trust and mentorship and coaching. The findings also indicated with effective skills the commission can have effective performance but which can also be embraced though transparency and accountability.

The study also revealed that personnel factors affect implementation of succession planning. The findings also found that public service commission should support the employees on personal growth and development through better facilities and morale. A highly motivated worker at public service commission can be effective tool for successful planning implementation.

5.3 Conclusion

This study concludes that there should be minimal power distance between the top management and the junior employees for implementation of succession planning. The study also concludes involvement of junior employees in decision making enhances implementation of success planning as the power distance narrows.

The study also concludes uncertainty avoidance is vital for successful planning implementation. The rules employees should be made clear of the regulations in all tasks they undertake through standardized procedures. Collectivism is important for successful planning employees. The top management has role to ensure the employees should stick with group members at all times and rewards are important in motivating individuals in succession planning.

The study also concludes that organization system factors are important in implementation of succession planning. Every organization should invest in both technology and human capital succession planning through trust and mentorship and coaching. The organization can have special task force that can be reviewing and update the organization on the right technology to be adopted at any given time to match the needs of the organization in implementation of succession planning. Personnel factors also affect implementation of succession planning in organizations. Public service commission should support the employees on personal growth and development through better facilities and morale. Through high motivation the organization can attain successful planning implementation.

5.4 Recommendations

The study found organization culture has influence on implementation of succession planning. The organization should therefore come up with rules that are clear and which the employees can be in position to follow which should be communicated time to time. The study recommends that the organization can have forums which will read to review of the rules and regulations. The employees should be also participate and own the process. The rules and regulations should be understood to aid

organization in succession planning. The rules which can affect adversely the organization or public good should also be displayed well in the work stations.

The study found that for effective implementation of succession in an organization skills and mentorship to employees is important. The study therefore recommends organizations should have regular training which include on job training and seminars to enhance the skills. The training should be customized to fit the employee's needs in implementation of succession planning.

The study also found that long-term orientation affects succession planning implementation the study therefore recommends that employees should be encouraged to relate well with each other and work hard towards the organization long-term planning. The study further recommends that the organization rewards employees that are persistent in their results.

5.5 Implications of the study

The results of the study show that organization culture influence implementation of succession planning. Thus, organization expecting successful planning implementation ought to invest in the excellent human capital and technology while reducing power distance between the junior staff and the executive. The various ranks in the organization should be made to bring cohesion and efficiency across all the management levels.

If Public Service Commission intends to enhance implementation of succession planning it should look into personnel factors as well. Policies should be formulated that will enhance group performance which will ensure employees will focus on the succession planning as a team other than individual recognition and rewards.

5.7 Limitations of the Study

The study was confined to perceived influence of organizational culture on the implementation of succession planning in the Public Service Commission of Kenya. Some of the respondents were hesitant to give information which they considered confidential the researcher had to put a lot of effort in convincing the respondents on the importance of academic information and it was not meant for any other purpose apart from academics.

The results of the study may not be applicable to all public service commission's globally but can be used as a reference to public service commission's in developing countries since the public sector operate in similar circumstances hence the study gives a good guidance on organization culture and succession planning.

5.8 Suggestions for Further Research

Since this study only focused on perceived influence of organizational culture on the implementation of succession planning in the Public Service Commission of Kenya, future researchers could consider carrying out a similar study in other different public service commissions in other countries or private sector in Kenya or other countries. Future researchers too could also consider introducing different variables other than power distance, uncertainty avoidance, collectivism masculinity vs feminism and long term orientation and measure the specific effect of such variables on implementation of succession planning in organizations.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

PERCEIVED INFLUENCE OF ORGANIZATION CULTURE ON THE IMPLEMENTATION OF SUCCESSION PLANNING IN THE PUBLIC SERVICE COMMISSION

This questionnaire is for the purpose of carrying out a research on the perceived influence of organizational culture in the implementation of succession planning in the Public Service Commission to be submitted to the University of Nairobi in partial fulfilment of a Degree of Master of science in Human Resource management. This information will be treated as confidential.

Please do not indicate your name

PART A: DEMOGRAPHICS

Please tick as appropriate (√)

1. Gender

Male		Female	

2. Job group

A	B	C	D	E	F	G	H	J	K	L	M	N	O	P	S	T	U

3. Length of service

Length of service (yrs)	1-5	6-10	11-15	16-20	21 and above

4. Age bracket

Age bracket (yrs)	18-20	21-30	31-40	41-50	51-55	56-60

5. Academic qualifications

KCPE	KCSE	Craft certificate	Diploma	Degree	Post-graduate	Any other

PART B: Perceived influence of organizational culture

1) Rate the extent to which each of the statements in the matrix represented below indicate the level of your agreement. Use a scale of 5-1 where: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5= strongly agree. (Please tick one per statement)

No.	Questionnaire	5	4	3	2	1
Power distance						
	People in executive positions should make most decisions without consulting their juniors.					
	Executives should not ask the opinions of their juniors too frequently.					
	Promotions should only be for people in higher positions					
	Managers should avoid socializing with people in lower positions.					
	People in junior positions should not disagree with decisions by their leaders.					
	People in leadership positions should not delegate important tasks to people in junior positions.					

Uncertainty avoidance					
	Employees need to have instructions spelled out in detail so that they always know what they are expected to do.				
	To avoid unnecessary arguments it is important to closely follow instructions and procedures.				
	Providing employees with rules and regulations is important so as to inform them what is expected.				
	Having standardized work procedures are helpful				
	Following instructions for operations is very important				
Collectivism					
	Sacrificing individual self-interest for the group is important				
	Employees should stick with group members even in rough times.				
	Rewarding a group welfare is more important than individual reward				
	Achieving a group success is more important than individual success.				
	The welfare goals should be considered first before considering Individuals goals				
	It is important to encourage group loyalty.				
Masculinity vs feminism					
	It is more important for men to have a professional career than it is for women.				
	Men usually solve problems with logical analysis; women usually solve problems with intuition.				
	Solving difficult problems usually require an active, forcible approach, which is typical of men.				
Long-term orientation					
	Financial management by employees is observed				

	Emphasis is more on persistence rather than quick Results					
	Employees relate according to their status					
	The commission believes in long-term planning					
	Encouraging leisure time among staff members is very important					
	The commission encourages working hard for success in the future					

Part C: Implementation of succession planning in the organization

2) Rate the extent to which each of the statements in the matrix represented below indicate level of your agreement. Use a scale of 5-1 where: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5= strongly agree. (Please tick one per statement)

No.	Questionnaire	5	4	3	2	1
Organizations system factors						
	The commissions shared values and beliefs effectively addresses implementation of succession planning					
	Minimal politicization of posts effectively addresses implementation of succession planning					
	The commission's work ethics effectively addresses implementation of succession planning					
	The commission's talent audit effectively addresses implementation of succession planning					
	The commission's human resource plan effectively addresses implementation of succession planning.					
	The commission's career management plans effectively addresses implementation of succession planning					
	The Commissions technology advancement and embrace effectively addresses implementation of succession planning.					

	Flat structure communication effectively addresses implementation of succession planning.					
	The commission investment in human capital effectively address implementation of succession planning					
	The commission's teamwork and camaraderie effectively addresses implementation of succession planning					
	Commission's financial condition effectively addresses implementation of effective succession plans.					
	The commission training programme effectively addresses implementation of succession planning.					
Management factors						
	Delegation of authorities to juniors helps in gaining mutual trust hence prepare employees for key positions in future					
	Praising and recognizing good performance effectively addresses implementation of succession planning					
	Promoting personal and professional development through mentoring and coaching effectively addresses implementation of succession planning					
	Management of conflicts in the commission effectively addresses implementation of succession planning					
	Job rotation effectively addresses implementation of succession planning.					
	Favoritism in treatment of people addresses effective implementation of succession planning					
	Management styles effectively addresses implementation of succession planning					
	The Employee empowerment plan effectively addresses implementation of succession planning					
	The employees job enrichment effectively addresses successful implementation of succession planning					
	The leaders embraces effective performance culture that helps address implementation of succession planning					

	The commission has an effective skills inventory that helps address effective implementation of succession planning					
	The managers encourage constructive competition that helps address effective implementation of succession planning.					
	The managers embrace transparency and trust development that effectively addresses implementation of succession planning.					
Personnel factors						
	The commissions organizational identity and loyalty to the employees effectively addresses implementation of succession planning					
	The talent management programme effectively addresses implementation of succession planning					
	Employees counseling programme effectively addresses implementation of succession planning					
	Employees peer envy on promotions is minimal thus helps address effective implementation of succession planning					
	Employees have full trust with the organization that helps address effective implementation of succession planning					
	Employees support on personal growth and development effectively addresses implementation of succession planning					
	Better facilities to work with for the employees helps address effective implementation of succession planning					
	Employees morale effectively addresses implementation of succession planning					
	Common set of moral principles helps address effective implementation of succession planning					
	Conducive working environment helps address effective implementation of succession planning					
	Freedom to use own judgment helps address effective implementation of succession planning					

	Better understanding of organizations purpose helps address effective implementation of succession planning					
	Employee recognition on good performance helps address effective implementation of succession planning					

APPENDIX II: LETTER OF TRANSMITTAL PSC

Evalyn Nzingili Muthengi
NAIROBI
Mob. No. 0702809922

31st October, 2018

To
The Secretary/CEO
Public Service Commission
P O Box 30095-00100
NAIROBI

Thro'
The Chairman School of Business
University of Nairobi

Dear Madam/Sir

RE: REQUEST FOR PERMISSION TO CARRY OUT RESEARCH IN YOUR ESTEEMED ORGANIZATION

This is reference to the above named subject. I am a bona fide student in the University of Nairobi having completed coursework and defense on the research project Proposal in the Master of Science in Human Resource Management (Msc. HRM).

The purpose of this letter is to kindly request for your permission, support and assistance to carry out a research in your esteemed organization. In the light of the complexity of organizational culture and how it impacts on succession planning, this study intends to answer the question, what is the perceived influence of organizational culture on the implementation of succession planning in the Public service Commission of Kenya?

Enclosed herewith find a copy of the potential questionnaire and the introductory letter from the University of Nairobi.

Your assistance will be highly appreciated.

Thank you in advance.

Muthengi Evalyn Nzingili
D64/6105/2017

APPENDIX III: LETTER OF TRANSMITTAL- UON

UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES & SOCIAL SCIENCES
SCHOOL OF BUSINESS

Telephone: 4184160-5 Ext 215
Telegrams: "Varsity'" Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, KENYA

26 October 2018

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

INTRODUCTORY LETTER FOR RESEARCH
MUTHENGI EVALYN NZINGILI – REGISTRATION NO. D64/6105/2017

This is to confirm that the above named is a bona fide student in the Master of Science in Human Resource Management (Msc. HRM) option degree program in this University. She is conducting research on *"Perceived influence of organizational culture on the implementation of succession planning in the public service commission in Kenya.*

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the research project. The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your assistance will be highly appreciated.

Thank you.

Jane Muturi
For: Msc Human resource management

FM/jkm

65