

# **EFFECT OF SUCCESSION PLANNING ON EMPLOYEE PERFORMANCE IN THE MINISTRY OF ICT, INNOVATION AND YOUTH AFFAIRS IN NAIROBI CITY COUNTY, KENYA**

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## **ABSTRACT**

Internationally, both the corporate, international organizations say the UN and non-governmental organizations encounter hardships on performance of employees. Amongst the largest problems that the organization still encounters is ways of harnessing talent which improves performance of an employee. Therefore, this research looked at establishing the relation between succession planning and performance of an employee in the Ministry of ICT, Innovation and Youth Affairs in Nairobi City County, Kenya. The research was supported by talent-based theory. In this research, a descriptive study design was used to carry out the study. The population target of this research was 332 management personnel drawn from every in the Ministry of ICT, Innovation and Youth Affairs. A 175 sized sample was reached using the stratified random technique of sampling. This research applied questionnaires for collecting primary data. To measure content validity, professionals, lecturers and supervisors were requested to provide their insights on the questionnaire's adequacy. Cronbach alpha ( $\alpha$ ) was used in assessing the variables reliability. Data that was collected from the field filtered, sorted and cleaned inline with research objectives.

The data then underwent coding, entering into and analyzing by use of Statistical Package for Social Sciences Version 25.0. Analysis of quantitative data was done by use of descriptive statistics for instance the standard deviation and the mean. This entailed computation of standard deviation, frequencies, percentages and means. Regression analysis aided in analyzing inferential data. Presentation of the outcomes was done by use of tables. Analysis of the qualitative data gathered by the questionnaire's open-ended sections was done by use of themes. The study revealed that succession planning had a strong, positive and significant effect on the employee performance in the Ministry of ICT, Innovation and Youth Affairs. The study recommends that the ministry should organize career counseling sessions for all employees. The ministries should have formal succession planning framework to retain and acquire new talents and skills that would help the organization performance. This will get rid of the current laxity in providing framework for replacement of key employees in future.

**Keywords: Employee performance, Succession planning, Career counselling, Succession planning framework**

## **INTRODUCTION**

In the world we live in today, difficult economic climate of globalization and fierce rivalry, organizations are under growing pressure to perform better than before. As a result, businesses are urged to train their staff so that they can develop and enhance their productivity (Kontoghiorghes, 2016). Employees that are motivated and pleased with their employment are more likely to perform well, resulting in a low turnover rate (Mary, Enyinna & Ezinne, 2015). Employee productivity, which includes the number, quality, and timeliness of output are all important factors in an organization's overall success (Ngamsirijit, 2019).

Employee productivity is impacted by regulations, working environment, training and development, and employee-employer relationships, according to Aktar (2012). Employee productivity is crucial to an organization's success, and employees who are generally pleased with their employment and working conditions are more productive than those who are dissatisfied with their positions (Osunde, 2015). Aptitude management is critical because it ascertains that a business has the right persons with the proper skills and awareness in place to meet its present and future needs. The concept of talent management has gained traction and significance in today's workplace as a result of the evolution of corporate human resource and training (Buil, Martnez, & Matute, 2019).

Elegbe (2016) discovered that African nations have struggled to recruit and retain talent owing to a variety of issues such as inadequate pay, bad working conditions, uncompetitive settings, and a lack of growth possibilities. Egypt, according to the study, has a higher demand for financial planners, communications engineers, data technicians, and investment bankers, amid other occupations.

Kenya, like every other country in Africa, struggles with the management of talent. Kenya faces problems with talent management, according to Mangusho, Murei, and Nelima (2015), notably in recruiting procedures, talent development, and keeping and inspiring professional personnel. According to Muthina (2018), state companies' effective and efficient service delivery has been impeded by a lack of appropriate human resources. The public sector does not place a high value on talent management, which has resulted in a 30 percent drop in employee retention in over 60 percent of state businesses. Organizations are embracing a comprehensive approach to talent management, according to Karuri (2015), as they carry on to target great productivity and enhanced outcomes by means of talent management.

### **Statement of Problem**

The ICT, Innovation, and Youth Affairs sector's performance is seen as a critical pillar for attaining rapid and sustained economic growth of at least 10% per year by 2030, as set forth in

Kenya Vision 2030. Major actions must be made if Kenya is to accomplish its goal of increasing GDP contribution from 9.2 percent to 15 percent by 2025 (KAM, 2018). Employees are essential for the growth of this industry. The Ministry of ICT, Innovation, and Youth Affairs has lost a significant number of staffs to organizations that are thought to have better working situations, welcome change, and have reasonable wage practices, in addition, firms that foster a performance management culture (Karuri, 2015). Each year, 38 percent of employees in the government sector, like the ICT, Innovation, and Youth Affairs sector, quit to join the private sector or start their own enterprises, leading state corporations to lose their most competent and talented personnel, putting their performance at risk (Muthina, 2018). The majority of research has overlooked the ICT, Innovation, and Youth Affairs sector poor employee performance (Ibua, 2014). To address these concerns, the ICT, Innovation, and Youth Affairs sector should use a number of methods, including talent management, to increase government revenue streams by making government organizations more competitive.

Several worker performance and talent management study have been done. Based on a case study of Suraya Property Group Limited, Muthina, Knott (2016) analyzed the influence of management of talent techniques on member of staff performance across property investment enterprises in Kenya, Karuri (2015) used a case investigation of the Central Bank of Kenya and a case study of Delmonte Kenya Limited to look into how talent management affects worker outcomes, Mangusho, Murei, and Nelima (2015). Furthermore, the research did not directly address people management concerns like as incentives, talent recruitment, career management, or succession planning. Furthermore, several investigations contained errors in their setting and conceptualization. As a result of this, the research looked into the link between performance of staff and management of talent in Nairobi County, Kenya's Ministry of ICT, Innovation, and Youth Affairs, in order to make up for the shortcomings.

### **Objective of the Study**

To determine the effect of succession planning on employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi City County, Kenya.

### **Theoretical Framework**

The research was supported by talent-based theory. As expressed by the aptitude-predicated business method, aptitude is the only supply that can create a long-term advantage in competition; thus, the main focus of the firm's attention and making of decisions should be fixated on aptitude and the competitive competences that it develops (Roberts, 2008). The organization is thought as a center for talent development. Its function is not to find or develop organizational talent; it is the task and responsibility of the person. Individuals own and control their own talent; the company just integrates that talent by providing structural mechanisms for

coordination and cooperation among specialized skill employees. In other words, the firm pays attention to the administrative processes that pass through these structural configurations and are used by individuals to develop, store, and deploy talent (Roberts, 2008).

In many businesses, the idea of talent, as it relates to talent-based philosophy, is severely lacking. Talent is not viewed as something exceptional, but rather as something that meets specific criteria. Objections are raised by many sorts of initiatives established and implemented in various organizations' programs. They point to the dangers of talent management inconsistency. A company that nurtures talents is one that is concerned with the development of organizational culture while also seeing results, since talented people are likely to find chances for self-awareness there. The procedures are the success elements that must emerge in order for individuals to desire to offer everything they have, and then some, of themselves (Lepak & Snell, 2012). As a result, this hypothesis is significant to the research since it aids in succession planning. It also refers to a management style that opposes haphazardness in favor of constant improvement in the workplace and management.

### **Empirical Review**

Tunje (2014) looked into the relationship between succession planning techniques and employee performance in Kenya's major media firms. There is a correlation between various succession planning tactics and employee performance, according to the study's findings. Employee happiness is improved by succession planning approaches, which allows employees to stay motivated to perform better at their current job and prevent the prospect of leaving.

Ali (2014) looked into the impact of succession planning on employee performance in Pakistani commercial banks. The goal of this study was to see if there was any empirical evidence of a link between succession planning and employee performance in Pakistani commercial banks. This study utilized a survey to examine a conceptual model in Pakistani commercial banks that integrates succession planning, performance evaluation, and staff performance. A quantitative method entailed gathering empirical information in order to comprehend the influence of research predictors on criteria. Respondents' responses were measured using five-point likert ratings. The questionnaires were completed by 127 banking professionals, with an 85 percent response rate. To see if predictors had an effect on the criterion variable, two hypotheses were explored. ANOVA Table shows a well-fitting model. There was a clear correlation between succession planning, performance review, and employee performance, according to the data.

Eshiteti (2013) investigated how succession planning programs in Kenyan sugar companies influenced staff retention and performance. Employee retention and performance are positively impacted by succession planning initiatives, according to the study. This is due to the fact that it improves employee growth possibilities as well as job happiness, resulting in increased

employee performance. A range of efforts, such as mentorship, work rotation, learning, and coaching, were used to make this possible. As a result of various internal organizational tactics being applied, employee satisfaction at work encourages individuals to perform better since they are able to fully utilize their potential.

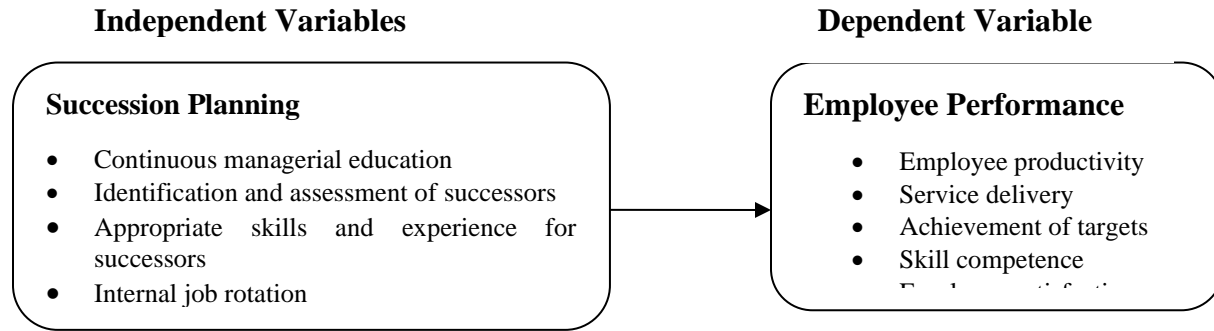
Chikumbi (2012) researched talent management and worker retention at the Bank of Zambia. Employees are driven, according to the study, when they are given realistic goals, have access to ongoing learning opportunities, and are encouraged to be creative. These efforts are intended to improve their individual performance levels, which will lead to increased employee retention. As a result, the business will be able to retain its most productive employees.

Nicholas (2012) looked on the relationship between people management methods, succession planning, and corporate strategy in Kenyan commercial banks. A survey of all banks was conducted by the study team. The research discovered that the companies under investigation have used talent management strategies as part of their growth plan. As a result, personnel management, including succession planning, has been determined to be important in ensuring long-term company continuity. According to the research, succession planning, personnel management, and business strategy are all linked.

Lempaka (2018) looked into the effect of succession planning on employee retention at Kenya Commercial Bank Ltd. The research was carried out in a descriptive approach. The population of the study is made up of KCB bank employees. In December 2017, Kenya Commercial Bank employed 6483 workers on average, down from 7500 the previous year. According to the findings of the study, KCB uses simple succession planning strategies. One gets the impression from looking at the results that they can do better. Employee retention is clearly influenced by succession planning. Employee loyalty is necessary for a company to remain competitive. An organization that has effective staff retention policies reaps several benefits.

### **Conceptual Framework**

The conceptual framework illustrates the perceived link between the independent variables (succession planning) and the dependent variable is employee performance.



**Figure 1: Conceptual Framework**

## RESEARCH METHODOLOGY

### Research Design

A research design is the overarching strategy you use to bring all of the study's elements together in a logical and cohesive way, ensuring that the research issue is appropriately addressed; it's the blueprint for data collecting, measurement, and analysis (Gorard, 2013). The features of the variables of interest were determined and characterized using a descriptive research approach in this study. Descriptive research design is a method of obtaining data in order to reply to queries regarding the present rank of the study's topic. This research used an expressive research strategy. This form is very useful for examining the interrelationships between the variables in the conceptual framework (Kumar, 2019). It's analytical, and it typically distinguishes a changeable component or a specific issue and looks into great detail about it.

### Population and Sample size

The population targeted includes the objects or elements which have that information which the researcher is searching for (Bresler & Stake, 2017). The population targeted in this research included 332 management personnel in every level at Ministry of ICT, Innovation and Youth Affairs headquarters in Nairobi. The technique of Stratified random sampling was employed in sample selection. Wiek and Lang (2016), assert that stratified proportionate random sampling method generate approximations of general parameters of the population with more accuracy and makes sure, a sample that is quite representative is gotten from a population that is relatively homogenous. The research classified the population into strata according to their departments. From every stratum this research applied simple random sampling for selecting 175 participants. A size of sample of 175 was reached at through computing the population targeted with a 95 per cent level of confidence and a 0.05 error employing the formula below gotten from Kothari (2004).

$$n = \frac{z^2 \cdot N \cdot \partial_p^2}{(N - 1)e^2 + z^2 \partial_p^2}$$

Where;  $n$  = sample size,

$N$  = population size and given as 332,

$e$  = Acceptable error and given as 0.05,

$\sigma_p$  = The standard deviation of the population and given as 0.5 where not known,

$Z$  = Standard variate at a confidence level given as 1.96 at 95% confidence level.

The sample size was 175. To determine how the sample was distributed among the targeted respondents, the sampling ratio was calculated and then multiplied with target population for targeted group. The ratio was  $175/332=0.527$ , which was used as shown in Table 1.

**Table 1: Sampling Frame**

	<b>Frequency</b>	<b>Sampling Ratio</b>	<b>Sample Size</b>
Top level managers	89	0.527	47
Mid-level managers	106	0.527	56
Low level managers	137	0.527	72
<b>Total</b>	<b>332</b>		<b>175</b>

### **Data Collection**

Questionnaires were employed to gather the majority of the data for this study. The questionnaires were chosen because they are simple and time-saving for both the researcher and the subjects. The Questionnaires contained a number of sub-sections that were sub-divided depending on the primary research topics, with the exception of the initial sub-section, which was created to collect information about the participants' backgrounds, such as gender, age, work experience, and educational level. Other portions of the report go through the study's main points. Questionnaires were great for study because they collect non-observable data by enquiring about people's feelings, intentions, views, achievements, and experiences. The questionnaires were distributed to the sampled population using a drop-and-pick procedure.

The university gave the investigator an introduction letter, which she gave to each stakeholder in order to get the necessary information from them. To offer respondents ample time to make thoughtful replies, the drop and choose approach was used for questionnaire administration. The researcher booked a meeting with the respondent organization at least two days ahead of time to deliver the surveys. The responders were given the study tools by the researcher directly. According to Gorard (2013), this allowed the investigator to build an understanding with the participants, explain the research's purpose, and clarify the interpretation of any questions that were unclear.



## **Pilot Testing**

Validity, according to Taherdoost (2016), relates to the accuracy and relevance of conclusions drawn from a study's findings. One of the main goals of the pilot research was to ensure that the questionnaire questions were legitimate. The researchers used content validity to assess the questionnaires' validity. The content legitimacy of a large number of items that are similar to those on the exam is determined using the exam results (Wang, 2015). It included accurately analyzing the research variables and ideas as intended to be examined by matching the questions. The researcher recruited the support of colleagues who were conducting research and specialists to ensure the questionnaire's content legitimacy (Kumar, 2019). In addition, the researcher enlisted the help of others who had completed successful research projects, as well as supervisors and other university professors, to validate the questionnaire.

Pilot testing refers to testing the questions in the questionnaires with a population not targeted in this study but having the same features as the targeted population in the current study (Kumar, 2019). The researcher distributed 17 questionnaires randomly and after a day the same researcher requested the same respondents to answer the same questionnaires without any notification so as to make sure that the responses were valid. This was a significant process since it helped in identifying and correcting the questions which were vague and not clear. It also presented a chance of capturing the significant views and recommendations of the respondents. This assisted in enhancing the instrument efficiency. The same process was done again and again up to when the researcher was sure that the research tool was not vague. The reliability of a research tool is the extent of generating the same findings on different occasions under similar situations or circumstances (Fowler, 2013). The basis of Reliability is the repeatability of the study findings. 17 respondents randomly selected were issued with questionnaires and the opinions they gave was utilized in checking the research tool reliability. Cronbach alpha ( $\alpha$ ) of 0.7 or more was used in assessing the variables reliability (Taherdoost, 2016).

## **Data Analysis and Presentation**

Consistent with the study's objectives, data from the field was filtered, analyzed, and cleaned. The data was then coded, entered into statistical software, and assessed (SPSS Version 25.0). To evaluate quantitative data, descriptive statistics were utilized. We calculated percentages, frequencies, averages, and standard deviation. The procedure of thematic analysis included the establishment of themes related to the research variables. This was done with the qualitative data supplied by the questionnaire's open-ended sections. The findings were presented in tables. Regression analysis aided in analyzing inferential data. The model also helped in obtaining the relation between the dependent and the independent variable.

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where: Y = Employee Performance

$\beta_0$  = Constant Term

$\beta_1$ , = Beta coefficient

X1 = succession planning

$\epsilon$  = Error term

## **RESEARCH FINDINGS AND DISCUSSIONS**

### **Descriptive statistics**

The researcher sought to assess the effect of succession planning on employee performance in the Ministry of ICT, Innovation and Youth Affairs. The respondents were asked to indicate the extent to which the succession planning affects employee performance in the Ministry of ICT, Innovation and Youth Affairs. The responses were as illustrated in Table 2.

**Table 2: Extent of Succession planning Effect on Employee Performance**

	<b>Frequency</b>	<b>Percent</b>
Little extent	20	15.2
Moderate extent	22	16.5
Great extent	63	46.8
Very great extent	29	21.5
<b>Total</b>	<b>134</b>	<b>100</b>

The respondents indicated that in great extent (46.8%), in a very great extent (21.5%), in a moderate extent (16.5%) and in a little extent (15.2%) succession planning affect the employee performance. This reveals that succession planning affects the employee performance in the Ministry of ICT, Innovation and Youth Affairs greatly. These findings are in line with Ali (2014) who presented a significant relationship between succession planning, performance appraisal and performance of employees.

Further the respondents were required to indicate the extent to which various aspects of succession planning affect employee performance in the Ministry of ICT, Innovation and Youth Affairs. Their responses are as shown in Table 3.

**Table 3: Extent of Succession planning Aspects Effect on Employee Performance**

	<b>Mean</b>	<b>Std Dev</b>
Continuous managerial education	3.6962	.8375
Identification and assessment of successors	3.9873	.7070

Appropriate skills and experience for successors	2.1646	.8977
Internal job rotation	4.4177	.8103

Internal job rotation, as demonstrated by a mean of 4.4177, has a significant impact on employee performance in the Ministry of ICT, Innovation and Youth Affairs, according to the data. Furthermore, respondents reported that identifying and evaluating successors, as demonstrated by average of 3.9873, and continuing organization education, as demonstrated by an average of 3.6962, had a significant impact on staff performance in the Ministry of ICT, Innovation and Youth Affairs. Furthermore, respondents indicated that appropriate skills and experience for successors, as demonstrated by a mean of 2.1646, has a minor impact on employee performance at the Ministry of ICT, Innovation and Youth Affairs. According to Eshiteti (2013), succession planning programs have a significant impact on employee retention and performance. This is because it improves employee growth opportunities as well as job satisfaction, resulting in increased employee performance. This was made possible by the implementation of a number of initiatives, including mentorship, job rotation, learning, and coaching. Employee happiness at work, as a result of various internal organizational strategies in place, enables individuals to perform better because they are able to fully utilize their potential.

On how succession planning affect performance of an employee in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, the respondents indicated that clear transition and job flow is guaranteed, it will create a gap whereby certain talents and skills will be lost hence the remaining employees will overwhelmed with tasks, thus not meeting targets which translates to poor performance, it helps in the career growth of the employee to transition from one job group to another, leaderships role are easily filled as senior executives retires, employees are well placed according to their skills, identifying the right talents and training them to prepare them take higher positions boost performance, it ensures there is a smooth and systematic transition in leadership of an organization, this helps organization create a pool of qualified candidates and help MOICT have a future plan and work continuity, it encourages employees to go for refresher courses and other related courses that pertain to promotion, succession planning will positively impact the performance of an employee as it will give a clear direction and road map on his /her progression, succession planning ensures employees have a clear focus on their next career step and motivates them and succession planning improves the performance of employees since there is no gap left due to continuous mentorship / training of junior officers. However, others felt it is only effective succession plan that has helped the organization to meet the desire objective or else there has been laxity in providing framework for replacement of key employees in future and intimated that a lot must be done to train staff who does not have the required opportunities in job evaluate and qualifications.

## Employee Performance in the Ministry of ICT, Innovation and Youth Affairs for the Last Five Years

Finally, defendants were requested to provide feedback on the five-year tendency of several features of employee productivity at the Ministry of ICT, Innovation, and Youth Affairs. Their points of view were evaluated, synthesized, and presented in Table 4.

**Table 4: Trend of various Aspects of Employee performance in the Ministry of ICT, Innovation and Youth Affairs for the Last Five Years**

	Mean	Std. Dev.
Employee productivity	4.3165	.6707
Service delivery	3.6203	.7562
Achievement of targets	2.5570	.6933
Employee satisfaction	3.1899	.8782

From the study findings, the respondents indicated that employee productivity as shown by a mean of 4.3165 and service delivery as indicated by an average of 3.6203 had been improving for the last five years. The respondents also indicated that employee satisfaction as illustrated by mean of 3.1899 and achievement of targets as shown by a mean of 2.5570 had been constant for the last five years.

### Pearson’s Product Moment Correlation

The researcher conducted Pearson's Moment Correlation coefficients amongst all variables; it was computed to find how they are related to one another in the sample. The findings are presented in Table 5.

**Table 5: Correlation Matrix**

		Employee performance.	Succession planning
Employee performance	Pearson Correlation	1	
	Sig. (2-tailed)	.	
Succession planning	Pearson Correlation	.799	1
	Sig. (2-tailed)	.016	.

The findings shown in Table 6, the study establishes that there was a very strong, positive and significant correlation between succession planning and employee performance. ( $r=0.799$ ,  $p$  value= $0.016$ ). These findings are similar to Nicholas (2012) findings that talent management is

therefore critical including succession planning as it ensures that there is long term business continuity.

### Regression Analysis

The researcher conducted a multiple linear regression (MLR) model was run to quantify the combined effect of the contribution of talent management to employee performance in the Ministry of ICT, Innovation and Youth Affairs.

**Table 6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.862	0.744	0.742	0.564

It was revealed that as shown by adjusted R square of 0.742, the independent variable aspects selected for the study (succession planning) accounted for 74.2% of the variations in employee performance. According to the test model, 25.8% percent of the variation in employee performance could not be explained by the model. Therefore, further studies should be done to establish the other factors that affect employee performance.

**Table 7: ANOVA Results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.9461	1	121.946	383.085	7.55E-41
	Residual	42.0191	132	0.318		
	<b>Total</b>	163.9652	133			

From the findings, the probability value of the Test model was 7.55E-41 and F-calculated 383.085. This indicates that the overall test model was significant in predicting the effects of succession planning on employee performance in the Ministry of ICT, Innovation and Youth Affairs since the p-value was less than 0.05 and F-calculated was greater than F-critical which was 2.49.

**Table 8: Unstandardized and Standardized Regression Coefficients**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.236	0.255		4.847	.000

Succession planning	0.824	0.281	0.793	2.861	.007
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From the study results, the resultant regression equation was: -

$$Y = 1.236 + 0.824X_1$$

As per the equation, it was revealed that if the all succession planning are held constant, then the employee performance in the Ministry of ICT, Innovation and Youth Affairs was 1.236. Additionally, the researcher indicated that an increase in succession planning would increase employee performance in the Ministry of ICT, Innovation and Youth Affairs by 0.824 if other aspects of talent management are constant at zero. This variable is significant because its p-value (0.007) was less than 0.05. This is in line with Tunje (2014) who argue that there is a positive relationship actually exist between various practices of succession planning and employee performance. The findings suggested that practices geared towards succession planning enhances employee satisfaction that in turn enables them to stay motivated to perform better at the current firm hence shun possibilities of leaving.

## Conclusion

The study concluded that succession planning affect employee performance in the Ministry of ICT, Innovation and Youth Affairs positively, greatly and significantly. This was attributed to the great effect of internal job rotation, identification and assessment of successors and continuous managerial education.

## Recommendations

The study recommends the Ministry of ICT should organize career counseling sessions for all employees. The Ministries should have formal succession planning framework to retain and acquire new talents and skills that would help the organization performance. This will get rid of the current laxity in providing framework for replacement of key employees in future. A lot must be done to train staff who does not have the required opportunities in job evaluate and qualifications. Also, there is need to advertise for senior positions internally before externally advertising them. Further, positions should be allocated based on employees' skills and abilities in order to tap and exploit their full potential. This will boost professionalism, creativity, innovation and the quality of input made by the employees.

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