INFLUENCE OF SUCCESSION PLANNING STRATEGIES ON EMPLOYEE RETENTION IN NON-GOVERNEMENTAL ORGANIZATIONS IN KENYA

Harriet Khatembukhani Lung’aho
harrietlungaho@gmail.com

Dr Clive Mukanzi
Department of Entrepreneurship and Procurement
Jomo Kenyatta University of Agriculture & Technology


ABSTRACT
Succession Planning plays an important role in fostering organizational continuity as it provides the platform for identifying and developing suitable heirs to critical roles in an organization. Despite this critical role, many organizations are seemingly constrained in implementing Succession Planning Strategies. Succession planning helps organizations to plan for disasters that may emanate from abrupt losses of staff due to early retirements or natural attrition. The overall objective of the study was to establish the influence of succession planning strategies on employee retention in Non-Governmental Organizations in Kenya. The study aimed to establish the influence of employee development on Employee Retention, to determine how talent management affect Employee Retention, To Examine the influence of human resource policy on Employee Retention and to Evaluate the influence of Top Management Involvement on Employee retention in Non- Governmental Organizations in Kenya. The study discussed both theoretical and empirical literature on succession planning. The study adopted a descriptive research design and the study population comprised of a total of 135 employees in different levels of management. The study used semi-structured questionnaires as the main data collection instrument and a pilot study was carried out to pretest the questionnaires for validity and reliability. The gathered data was subjected to descriptive and inferential statistics data analysis methods using a statistical package for social scientists SPSS. Pearson’s Correlations Analysis and Regression Analysis were also used to support the deductions in the study. Stratified sampling was used to come up with a sample size of one hundred and thirty-five (135) respondents. The study found employee development lead to an opportunity for development which increases employee loyalty, and thus retention, and helps organizations attract the best possible employees. Talent pool development helped organization to identify employees with potential capability to discharge the company's current and future human resourcing requirements and this helps in implementation of succession management practice. Lastly, the study found that HR policies allow an organization to be clear with employees on what is required of them and what they should expect from the organization; what is acceptable and unacceptable behavior. The study recommended for the improvement of HR policy framework, formulation of clear business goals and aligning to broader corporate planning processes, strong support from top management in implementation of succession planning strategies, implementation of talent pool development mechanisms and provide a suitable working condition.

KEY WORDS: Succession Planning, Employee Retention, Employee Development, Talent Pool development, Human Resource Policy.
1.0 INTRODUCTION

1.1 Background of the Study
Succession planning provides a platform for organizations to prepare for disasters that may stem from unexpected losses of staff due to early retirements or natural attrition. It increases the pool of experienced employees that are capable to assume these roles (Bjursell, 2011). Charan, Drotter and Noel (2001) asserts that succession planning is perpetuating the enterprise by filling the pipeline with high-performing people to ensure that every leadership level has an abundance of good performers to draw from both now and in future. Succession plan provides leadership continuity in an organization given that the process of mentoring and nurturing the next phase of leaders takes considerable time. A successful succession plan therefore, requires a sound implementation framework to enable the firm prepare the next generation of leaders that will steer the company towards the desired goal. It is against this backdrop that organizations must develop sound retention strategies to ensure employees make long-term commitment of the firm (Cole, 2014). An effective succession planning reduces costs associated with recruitment and development of new staff to replace the departed ones.

Succession planning is a process for identifying and developing new leaders who can replace old leaders when they leave, retire or die (Zacques 2014). It increases the availability of experienced and capable employees that are prepared to assume these roles as they become available. Effective succession or talent-pool management concerns itself with building a series of feeder groups up and down the entire leadership pipeline or progression. In contrast, replacement planning is focused narrowly on identifying specific back-up candidates for given senior management positions. Thought should be given to the retention of key employees and the consequences that the departure of key employees may have on the business.

According to Ruthwell (2005), succession planning and employee retention form part of action HR planning which is concerned with staffing and both have a direct impact on reducing staff turnover. Armstrong (2003) says the main aim of succession planning is to ensure that suitable managers are available to fill vacancies created by promotion, retirement, death or leaving and ensures that a cadre of managers is available to fill the new appointments that may be established in the future. John (2017) says it often takes years of grooming to develop effective senior managers thus a succession plan exists mainly for the purpose of assured continuity in leadership. Additionally, succession planning helps organizations to plan for any disasters brought about by abrupt losses of employees especially caused by death and early retirements. Charan, Drotter & Noel (2001), say succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available. The implementation of succession planning relates to the actual practices carried out in any firm (Downs, 2012).

Organizations use succession planning as a process to ensure that employees are recruited and developed to fill each key role within the company. Through one's succession-planning process, one recruit’s superior employee, develops their knowledge, skills, and abilities and prepares them for advancement or promotion into ever more-challenging roles. Actively pursuing succession planning ensures that employees are constantly developed to fill each needed role. As one's organization expands, loses key employees, provides promotional opportunities or
increases sales, one's succession planning aims to ensure that one has employees on hand ready and waiting to fill new roles (Ibbara, 2015).

Succession planning ensures that a firm has adequate pool of skilled personnel to meet the organizational bottom-line. To gain competitive advantage, organizations should have a transition plan as an avenue for building subsequent leaders who will be on the ground to take over from the incumbent when the incumbent eventually leaves, dies or retires from office. In highly consistent firms, leadership training starts from the first day an employee comes in as a trainee.

Majority of firms are grappling with challenges associated with nurturing potential leaders to take up leadership roles in the organization. These challenges include inadequate financial resources to cater for staff recruitment and development, shrinking pool of mid-level managers, and high staff turnover that deplete the available pool of experienced staff to assume leadership responsibility in the near future (Ibarra, 2015). The prevalent flattening of the structure of the organization and considerable adjustments in work environment have compelled organizations to reconsider strategies for ensuring seamless transfer of institutional memory to the next generation of leaders.

Effective implementation of a succession plan helps to build strong leadership and departmental relationships and enables an organization to frequently review the organizational goals (Pooja, 2013). On the other hand, employee retention relates to all management efforts needed to ensure employees do not leave the organization (Nzuve, 2010). It is beneficial for the organization because retaining employees reduces costs spent in hiring and training new employees to replace lost ones (Nzuve, 2010).

Successful organizations have been able to address the challenges of high turnover rate of potential by anchoring leadership development on succession planning processes that has resulted in proper selection, recruitment, nurturing and placement of talent within the organization structure. Clutterbuck, (2012) suggests that organizations must develop a leadership strategy rather than focusing on arbitrary plans on how to replace existing leaders. Cassey, (2016) also notes with concern that some organizations do not understand the difference between replacement planning and talent management as they implement succession plan. As a result, they end up with a limited process that focuses on selecting reserve candidates as potential replacements for the existing senior managers. The research also revealed that organizations that have lend credence on developing an all-inclusive set of assessment and development practices that sustain the entire succession planning have recorded impressive success.

According to Jarrell and Pewitt (2017), the public sector, for instance, is facing a host of new economic, social, and demographic issues, such as globalization, outsourcing, downsizing, hiring freezes, budget cuts, an aging population and smaller size of the succeeding generation. This notwithstanding, simply recognizing this labor force dilemma is an important first step for public agencies (Kiyonaga, 2014). Ingram (2014) further articulated that high-performance organizations do not develop by chance; rather, a competitive workforce is the result of years of effective planning and successful plan implementation. Thus, having a workforce (i.e., human capital) alone is not adequate for a firm to earn a competitive advantage. Rather a firm must utilize the workforce as a strategic resource to sustain a competitive advantage (Kutcher, Jones &
One planning technique is to attempt to quantify uncertainties, such as demand fluctuations, leadership gap due to retirement, sickness, death and resignation, and equipment breakdowns by anticipating their likelihood and developing strategies to prevent or overcome these challenges (Rothwell, 2015; Bisbee, 2015).

1.2 Statement of the Problem
Employee retention and organizational effectiveness are desirable things which all organizations try to accomplish. Inability to accomplish these aims can be as a result of poor organizational policies and programs (Waleed, 2011), such as succession planning and career development programs which in the long run can affect organizational survival. Majority of organizations in Kenya do not implement succession practices which are meant to help them create a feeder system of high potential employees into management positions (Downs, 2012). This makes them struggle to fill vacancies particularly at the management level and tends to lead into deep dissatisfaction among employees resulting to poor performance and low retention of talented employees (Eshiteti et al., 2013). The war for talent has posed a big challenge to both private and public organizations in Kenya. The need to attract and retain talented employees has been the genesis of rampant “headhunting” amongst them. Consequently, employees exit in search of greener pastures and better conditions of work. Additionally, they face a challenge of establishing the extent to which effective implementation of the succession planning largely boosts retention. They have focused on talent management and left out the other succession planning practices which also affect staff retention and this has cost them loss of revenue (John, 2017).

Statistics available at PATH Kenya 2016/2017 annual report indicate that 20% of the employees have been facing problems with staff rewards scheme, conduciveness of the physical working environment and organizational culture. Majority of the employees therefore exit in search of greener pastures and better conditions of work. The organization experienced a staff turnover rate at 10% in 2015. The high number of staff that exited affected office operations through loss of institutional memory. In an internal study conducted by the human resource department, it is established that the high turnover rate is attributed to an inadequate and skewed training and mentorship program in favor of some staff. Another challenge faced is that the office lacks a scheme of service to manage career growth of staff. The high turnover rate is also attributed to the lack of job security as staffs are currently employed on contract terms. This implies that the organization will continue to lose qualified staff which will affect its ability to discharge its mandate. It is against this background that the current study seeks to access the relationship between succession planning strategies and staff retention at PATH Kenya.

1.3 Objectives of the Study
The main objective of the study was to establish the influence of Succession planning strategies on Employee Retention in Non-Governmental Organizations in Kenya.

i. To establish how employee development affects Employee Retention in Non-Governmental Organizations in Kenya.

ii. To determine the influence of talent pool development on Employee Retention in Non-Governmental Organizations in Kenya.

iii. To examine how human resource policy affects Employee Retention in Non-Governmental Organizations in Kenya.
Figure 1.1 shows the hypothesized relationship between the independent variables and the dependent variable. It concerns the connections which exist between Succession planning and Employee Retention. In this context, the framework seeks to highlight the attributes of Succession Planning and how they influence Employee Retention.

2.0 LITERATURE REVIEW

2.1 Integrated Leadership Development and Succession Planning Process Model

Kevin (2007) developed the Integrated Leadership Development and Succession Planning Process Model. The model summarizes the primary focus themes regarding how organizations successfully intertwine leadership development to succession planning processes through active utilization of managerial personnel (Kevin, 2007). The model depicts managers performing the critical role of developing mentoring relationships in their own workgroup and throughout the organization (Kevin, 2007). Among other functions, mentoring relationships consist of discussions regarding career planning, assessment of core strengths and areas of development of leadership competencies. Managerial personnel are also actively engaged with identifying high potential employees and assessing the bench strength of their respective units (Kevin, 2007).

As high potential employees emerge, managers at all levels are engaged in delivering leadership development activities such as teaching in-house courses and workshops, facilitating action learning projects, and creating assignments that fall outside the employee's functional background (Kevin, 2007). Next, high potential managers demonstrate their talents through organization-wide forums, including leadership academies that showcase action learning projects for top management team members and board members. Finally, succession decisions for managerial positions are driven by consideration of a diverse range of candidates rather than...
exclusively direct reports. Below, each of these research themes and their corresponding best practice findings are discussed in the context of interviewee excerpts and research on leadership development and succession planning (Ivancevich, 2007). The study also reviewed the Integrated Leadership Development and Succession Planning Process Model in order to understand the role of employee development on employee retention.

2.2 Guest’s Model on Dimensions of HRM

Guest's (2007) Model of HRM gives six Dimensions of Analysis i.e. Business Plan, Human Resource strategy, Human Resource practices, Human Behavior outcomes, Performance outcomes and financial outcomes to explain effectiveness of reward management in organizations. This includes key HR processes such as workforce planning and succession management. The model is simplistic in the sense that it assumes that Human Resource Management is distinctively different from traditional personnel management (rooted in strategic management, etc.). It is idealistic, implicitly embodying the belief that fundamental elements of the HRM approach such as commitment have a direct relationship with valued business consequences. However, Guest has acknowledged that the concept of commitment is 'vague' and that the relationship between commitment and high performance is difficult to establish. It also employs a 'flow' approach, seeing strategy underpinning practice, leading to a variety of desired outcomes. The model is unitarist tying employee behavior and commitment into the goals of strategic management and lukewarm on the value of trade unions. The employee relationship is viewed as one between the individual and the organization (Guest, 2007). The study also reviewed the Guest’s Model on Dimensions of HRM in order to understand the role of business goals on succession planning.

2.3 Policy Governance Model

According to Carver (2003), the Policy Governance Model is a ground-breaking model of governance designed to empower boards of directors to fulfil their obligation of governance and accountability in organizations. As a generic system, it is applicable to the governing body of any enterprise and includes the whole spectrum of managing the most important resource that is available in an enterprise i.e. people. The model enables the board to focus on the larger issues, to delegate with clarity, to control management's job without meddling, to rigorously evaluate the accomplishments of the organization without bias; and to effectively lead the organization to the desired strategic direction.

In contrast to the approaches typically used by boards, the Policy Governance Model separates issues of organization from all other operational issues. Policy Governance boards demand accomplishment of purpose, and only limit the staff's available means to those which do not violate the board's pre-stated standards of prudence and ethics (Carver, 2003). The board's means of identifying persons who can be entrusted with higher responsibilities are defined in accordance with the charters of the board or any other delegated authority instruments to enable the board accomplish its oversight role effectively. Boards that have clear parameters to define management performance are able to hold one exclusively accountable, when appointed to a role (Carver et al, 2003).
Evaluation of organizational effectiveness, with such carefully stated expectations, is nothing more than seeking an answer to the question of whether the top leadership is steering the organization to the right direction. The board, having clarified its expectations, can assess organizational performance in that light. This focused approach reduces the volumes of paperwork boards often feel obliged to review while performing their agency role. Moreover, boards which worry that they are only furnished with the data management wants to give them find that, in clearly stating their expectations and demanding relevant and credible accounting of performance, they have effectively taken over control of their major information needs.

Policy Governance is a radical and effective management model that aids in the way boards can effectively carry out both their agency and fiduciary role. It allows greater responsibility and accountability and Board leadership ceases to be just figurehead but an instrument for reality checks and accountability aspects (Carver et al, 2003). The study reviewed the Policy Governance Model in order to understand the role of human resource policy on succession management.

2.4 Employee Development and Employee Retention

Employee Development is one of the most important functions of Human Resource Management. It means to develop the abilities of an individual employee and organization as a whole; hence employee development consists of individual or employee and overall growth of the employee as when employees of the organization would develop the organization, organization would be more flourished and the employee performance would increase (Elena, P. 2011).

A large number of studies on employee development show that there is a positive relationship between employee development and organizational performance. Organizations which offer an array of learning opportunities enable employees to perform better on their jobs which, in turn, enables the organization as a whole to perform better as well (Torraco & Swanson 2015). In this way, employee development programs are logically related to organizational performance. Although lacking a substantial research basis, the principle has generally been supported through the human resource development and management practices of selected organizations. It is posited that successful companies achieve that status, in part, because they commit substantial amounts of their resources to employee development programs (Smith, 2011).

Although the relationship between employee development and organizational has wide acceptance, in fact relatively little is known beyond the basic principle. The literature provides numerous examples that demonstrate the specific effects on performance of single training programs (Phillips 2016). Previous studies also showed that there is noticeably less information on the effects on performance when entire employee development programs are used as the unit of analysis in the research. Part of the issue is that employee development programs usually encompass a collection of learning opportunities with diverse, sometimes difficult to measure, sets of individual and organizational outcomes (Alexis,2011)

In addition, employee development programs usually suffer the common problem of being more a composite of sometimes unrelated and irrelevant learning experiences, rather than being an integrated set of focused development opportunities. Nevertheless, organizations necessarily view employees’ learning outcomes from a broader perspective. Johennesy, (2014) notes that it
is difficult to see how one training or education program might alone increase employee higher-level problem solving and decision-making skills, abilities that most organizations now seek in their employees. It is more likely that complementary sets of learning opportunities would be required. As a result, employee development has become an issue of increasing importance among organization managers and as a consequence, among HRD researchers as well. Many of the organizations are investing in employee development. When organizations are contributing towards the employee development activities, the employees work hard; utilize their full skills and efforts to achieve the goals of the organizations.

Redmond (2016) states that Employee retention entails efforts by an organization to develop HR related programs in an attempt to woo employee to stay committed to the organization. This is further emphasized by Armstrong, (2008) who asserts that there is a strong correlation between employee retention and organizational commitment to HR policies. The author states further that organizational commitment should address issues such as opportunities to learn, reward schemes, staff rotation and deployment, employee recruitment and retention and performance management. Other key employee retention strategies to consider are mentoring programs, motivation of talented staff and an objective self-evaluation and feedback mechanism (Holbeche, 2012). Staff engagement is a process that should promote commitment of employee to the organization by creating a sense of belonging which is important in staff retention (Macleod & Clarke, 2013).

Job flexibility is vital for retaining employees of any age (Boomer Authority, 2013). Researchers describe the importance of employment flexibility such as scheduling variations that better accommodate individual work times, workloads, responsibilities and locations around family responsibilities (Cunningham, 2012; Pleffer, 2017). Studies show that "flexibility" empowers individuals to facilitate a healthier balance between work and personal obligations, something that appeals to all ages of employees (Eyster, et al., 2016; Scheef & Thielfodt, 2014). Prenda & Stahl (2011) say that employees having job flexibility options report having higher levels of individual commitment, concentration, satisfaction, productivity, loyalty, and mental capacity at any age.

Providing skill recognition of personal job accomplishments is an effective retention strategy for employees at any age (Yazinski, 2013). Studies indicate fulfilling peoples need for acceptance by acknowledging individual work accomplishments prolongs employment of employees (Redington, 2017). A Study by Yazinski (2013) show trends of an increased number of job applicants seeking out companies that encourage employee input, growth, education and teamwork. Beyond the traditional compensation/benefit packages offered by employers. The Gale Group (2016) states organizational benefits of personal recognition are priceless, yet statistics supports that the impact of verbal praise has the ability to enhance company loyalty, motivation and perseverance at no extra charge. Individual skill recognition is restricted by age, and motivates positive behavior, ethics, teamwork, confidence, and growth in all employees (Redington, 2017). Thus, both skill recognition (ranging from verbal praise to incentives/rewards) and learning opportunities (growth/development) enhance individual performance, effectiveness and retention (Agrela, et al., 2015).

Studies have concluded that committed employees’ remains with the organization for longer periods of time than those which are less committed. Steers, (2007) suggest that the more
committed an employee is, the less of a desire they have to terminate from the organization. These “highly committed” employees were found to have a higher intent to remain with the company, a stronger desire to attend work and a more positive attitude about their employment. Steers, (2017) concluded that “commitment was significantly and inversely related to employee turnover.” According to Arthur, (2014) when organizations seek to foster a philosophy of commitment, then the likelihood of an employee searching for employment elsewhere is lowered. Owens, (2016) had a similar finding that employees that had a higher level of commitment also had a higher level of “turnover cognitions”. A higher score in “turnover cognitions” indicated that the employee had a more favorable attitude and was less likely to consider turnover representing an inverse relationship of commitment and turnover. The aforementioned studies are representative of much of the research available relating to commitment and turnover. Commitment has a significant and positive impact on job performance and on workforce retention. The underlying belief is that a more committed employee will perform better at their job (Walton, 2015).

An effective induction process in the formative years of an employee can significantly reduce staff turnover (Torrington, McKee, & Rathge 2016). This is because induction allows the new employee to gain important information about the organization, and get to know the corporate culture, about the firm so that they can adjust accordingly. In spite of the importance of the induction process, a number of employees consider it as a process that wastes company’s time and resources (Dagg, 2013). However, Wachira (2010) states that proper planning of the induction program will not only improve productivity of new staff but reduce staff turnover. Harazika (2009) notes that many organizations spend enormous process during the selection and recruitment process but give little attention to the induction process. Thus, induction process is critical in ensuring new employees are imparted with knowledge so that they can feel as part of the organization. Redmond (2016) concludes by outline three key ingredients that must feature in an induction program; Introduce new staff to existing employees, Make follow-up session with new staff and Mentor new staff.

### 2.5 Talent Pool Development and Employee Retention

The talent pool development system should align individual aspirations and capabilities with the company's current and future needs so that the interests of both parties can be served. In a typical organization, the individual and talent pool development practices are designed to increase productivity, create trust inducing employment relationships, and to foster conditions where each employee is provided the greatest opportunity for creative expression through the work they perform (Cranshaw, 2011).

The talent pool development system is designed to address the following needs: an accurate catalogue of employee capabilities; a method for predicting the evolution of those capabilities over time; recognition of employees for who they are and what they can actually do; processes which help provide employees with a road map to success, and feedback mechanisms which are designed to minimize bias and focus upon the effectiveness with which the employee works to achieve result (Dormann, 2012). According to Lenak (2016) organization that employs talent pool development management practices have higher chances of identifying organization future successors. Talent pool development helps organization to identify employees with potential
capability to discharge the company's current and future human resourcing requirements and this helps in implementation of succession management practices.

In a typical organization, talent pool development is designed to produce accurate judgments regarding the capabilities of employees and to make accurate predictions about their evolution (Gardner, 2015). It is a comprehensive system incorporating talent pool mapping, selection, recruitment, mentoring, lateral transfers and individual career development (DeCorte, 2016). The purpose of talent pool development is to align employee capabilities with the long-term corporate strategy, and to identify areas in the company where there is or will be insufficient capability to achieve the organizational goals. The establishment of talent pool development aligns the individual capabilities with the strategic thrust of the company, while maintaining a sufficient degree of flexibility to allow the company to adapt to the maturation of the individual and to the changing circumstances of the operating environment (Gardner, 2015).

Every organization must consider re-engineering and re-structuring the resource pool periodically (Gan, 2014). Companies, especially those experiencing high-level growth, need to frequently restructure teams and the whole organization, where necessary, to suit to the emerging situations. Companies need to have talent structuring processes in place when they experience growth periods; new skills to fulfill the organizational requirements; Inappropriate results are recorded due to the bigoted performance reviews.

Talent pool is a database consisting of profiles of candidates and employees from which to source possible successors to certain roles in an organization. Talent Pool Development (TPD) is a system for the development of a population of employees who have a distribution of current and future potential capability to meet the company's current and future human resourcing requirements. The system includes talent pool mapping, selection, recruitment, mentoring, lateral transfers and other methods of individual career development (Gregory, 2011). Most organizations lack effective talent pool development systems and this greatly affects effective execution of succession management.

2.6 Human Resource Policy and Employee Retention

Human resource policies are systems of codified decisions, established by an organization, to support administrative personnel functions (Armstrong, 2010). Human resource policies are systems of codified decisions established by an organization, to support administrative personnel functions such as recruitment, staff development, performance management, employee relations and general resource planning. Each organization has a different set of circumstances, and so develops an individual set of human resource policies unique to its needs and operating environment (George, 2010).

Formal human resource policies can promote communication with employees, managers and supervisors. If well-written and implemented, human resource policies establish the tone of a business and lets employees know what they can expect from the company and what to expect on workplace behavior. They also help managers and supervisors make consistent decisions on hiring, promotion and rewards. In addition, a fair and comprehensive human resource policy can curb litigation from disgruntled current or ex-employees (Armstrong, 2009).
The establishment of policies can help an organization demonstrate, both internally and externally, that it meets requirements for equality and equity, diversity, ethics and training as well as its commitments in relation to regulation and good governance of its employees (Baruch, 2009). For example, in order to dismiss an employee in accordance with employment law requirements, amongst other considerations, it will normally be necessary to meet the provisions stipulated in employment contracts and collective bargaining agreements. The establishment of a Human Resource Policy which sets out obligations, standards of behavior and document disciplinary procedures, is now the standard approach to meeting these obligations. HR policies can also be very effective at supporting and building the desired organizational culture. For example recruitment and retention policies might outline the way the organization values a flexible workforce, compensation policies might support this by offering a 48/52 pay option where employees can take an extra four weeks holidays per year and receive pay across the year (Stuart, 2014).

HR policies allow an organization to be clear with employees on what is required of them and what they should expect from the organization; what is acceptable and unacceptable behavior; The consequences of acceptable and unacceptable behavior; HR policies provide an organization with a mechanism to manage risk by staying up to date with current; trends in employment standards and legislation. The policies must be framed in a manner that supports attainment of the companies vision (Stuart, 2014).

Human resource policies provide the guidelines that businesses put in place for hiring, training, assessing, and rewarding the workforce. These policies, when organized and disseminated in an easily usable form, can serve to clarify issues and pre-empt misunderstandings between employees and employers about their rights and obligations in the business place (Mark, 2010). Armstrong (2009) argues that the nature of organization human resource policies determines when and how the organization recruits new staff to take over more senior roles upon the exit of mostly top executives and mid-level managers.

A robust and supportive Human Resource policy framework is essential for effective Succession Planning in an organization. According to Rothwell (2007), planning for the present and the future leadership needs is one of the main problems faced by organizations and this is occasionally associated with lack of a clear policy framework y to articulate the organizational philosophy, such as talent sourcing and its management. This is so because Human resources have a certain degree of inflexibility, both in terms of their movement in to and within the organization, their development and utilization or deployment (DeSimone & Harris, 2006). For instance, there is the lead time to recruit and to train the average employee and to develop them to be able to take management positions. A clear policy on Talent Attraction and Management is therefore essential.

3.0 RESEARCH METHODOLOGY

This study adopted a descriptive study design for the sake of describing, recording, analyzing and reporting conditions effect of succession planning in organizations. The target population for this study was 135 top and middle level managers working at Path Kenya. Sample for the study was selected through Stratified random. This method allowed the researcher to divide the sample into appropriate strata that were mutually exclusive.
Table 3.1: Sampling Frame

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Level</td>
<td>28</td>
<td>15</td>
</tr>
<tr>
<td>Middle Level</td>
<td>40</td>
<td>25</td>
</tr>
<tr>
<td>Operative Level</td>
<td>77</td>
<td>70</td>
</tr>
<tr>
<td>Total</td>
<td>135</td>
<td>110</td>
</tr>
</tbody>
</table>


The researcher used questionnaires which were administered to all the respondents. They
contained both open ended and closed ended questions. The open-ended questions allowed the
respondents to give in depth view of the variables under study while the closed ended questions
restrict them to limited choices. Partially open ended close ended allow ease data analysis,
interpretation and tabulation of questionnaire (Mugenda & Mugenda, 2012). The data tools were
administered to the respondents and then given time to fill the questionnaires.

Data collected through the questionnaires was edited and coded for analysis through the use of
Statistical Package for Social Sciences (SPSS). Quantitative data was analyzed through the use
of descriptive statistics using means and frequencies. Qualitative data was analyzed using
content analysis. Its theme was formulated according to the objectives of the study. The findings
were then presented by use of tables, bar and chart figures, mean, frequencies and percentages
because they are easy to use, analyze and bring out clarity to the study findings. Correlation
analysis and Regression analysis were also applied so as to determine the relationship between
the independent and dependent variables. The multi regression equation used was -:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon, \]

Where \( Y \) is the dependent variable (Employee Retention) \( \beta_0 \) is the regression intercept, \( \beta_1-\beta_4 \) is
the regression coefficient. \( X_1 \) is Employee Development, \( X_2 \) is Talent Development and \( X_4 \) is
Employee Training. \( \varepsilon \), is the error term of normal distribution with a mean of 0 (assumed to be
0). The regression model was of the form:

\[ Y = B_0 + B_1 X_1 + B_2 X_2 + B_3 X_3 + \varepsilon \]

\( Y \)= Employee Retention
\( X_1 \)= Employee Development
\( X_2 \)= Talent Pool Development
\( X_3 \)= Human Resource Policy
\( \varepsilon \). = error term

4.0 RESEARCH FINDINGS

4.1 Response Rate

The study targeted sample size 110 respondents from which 92 filled and returned the
questionnaires making a response rate 84 %. This response rate was satisfactory to make
conclusions for the study as it acted as representative. According to Mugenda and Mugenda
(2013), a response rate of 50% is adequate for analysis and reporting: a rate of 60% is good and a
response rate of 70% and over is excellent. Based on the assertion the response rate was
excellent.
Table 4.1 Response Rate

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>92</td>
<td>84 %</td>
</tr>
<tr>
<td>Not responded</td>
<td>18</td>
<td>16 %</td>
</tr>
<tr>
<td>Total</td>
<td>110</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2 General Information

The respondents who took part in this study were mainly women (50%) aged between 31-43 years. Majority (51%) of the respondents had a degree, 20% had Masters, 12% had diplomas and certificates and the remaining 9% had Phd. These findings therefore depict that all the respondents involved in the study had attained the basic education and would thus understand the questionnaire hence were likely to give credible information related to this study.

4.3 Reliability Analysis

In order to establish the reliability of the Likert scale used in the research instrument, reliability analysis was conducted using Cronbach’s Alpha with minimum requirement being a co-efficient $\alpha \geq 0.7$. The reliability analysis results are as shown below in Table 4.2.

Table 4.2 Reliability Analysis

<table>
<thead>
<tr>
<th>Scale</th>
<th>Cronbach’s Alpha</th>
<th>No. of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Development</td>
<td>0.726</td>
<td>11</td>
</tr>
<tr>
<td>Talent Pool Development</td>
<td>0.783</td>
<td>9</td>
</tr>
<tr>
<td>Human Resource Policy</td>
<td>0.712</td>
<td>9</td>
</tr>
</tbody>
</table>

A pilot study was carried out to determine reliability of the questionnaires. Reliability was evaluated through Cronbach’s Alpha which measures the internal consistency. Cronbach’s Alpha was calculated by SPSS for reliability analysis. The value of the Alpha Coefficient ranges from 0-1 and maybe used to describe the reliability of factors extracted from dichotomous and or multi-point formatted questionnaires or scales.

A higher value shows a more reliable generated scale. Cooper & Schindler (2009) has indicated 0.7 to be an acceptable reliability coefficient. Table 4.2 shows that Top Management Involvement had the highest reliability ($\alpha$ 0.840) followed by Talent Pool Development ($\alpha$ 0.783) then Employee Development ($\alpha$ 0.726) and Human Resource Policy ($\alpha$ 0.712). This illustrates that the four scales were reliable as their reliability values exceeded the prescribed threshold of 0.7

4.4 Employee Development and Employee Retention

The study sought to establish the respondent level of agreement on the statement relating to Employee Retention in Path Kenya. From the findings, majority of the respondents agreed that the management organizes for a training needs assessment for the employees shown by a Mean of 4.08 and a Standard Deviation of 0.892. Path Kenya identifies the needed change and creates vision to guide the change through inspiration shown by a mean of 4.24 and a Standard Deviation of 0.803, Management encourages teamwork and group dynamics shown by a mean of 3.68 and Standard Deviation of 1.148, Path creates a conducive work environment for its staff shown by a mean of 3.73 and SD of 1.223, the organization retains skilled employees shown by a mean of 3.89 and SD of 1.000.
There is a positive relationship between employees and their leaders shown by a mean of 3.20 and SD of 1.216, Path Kenya has specific employee goals which maximize their productivity shown by a mean of 3.75 and SD of 1.044 and that there is positive relationship between the employees and their leaders shown by a mean of 3.38 and SD of 1.078. They agreed to a little extent that employees input is accepted by the management (M=4.11, SD=0.919). An average mean score of 4.02 implies that respondents agreed that Employee Development affects Employee Retention in Path Kenya. These findings concur with the findings of Durwarla (2012), who revealed that to ensure that the organization has competent and motivated employees; there should be the practice of a good leadership. The findings also concur with Tan (2011), who argues that every leadership style is important when subjected to particular circumstances as long as the employers relate well with the employees and tasks are well performed.
Table 4.3 Aspects of Employee Development

<table>
<thead>
<tr>
<th>Statement</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The management organizes for a training needs assessment for the employees.</td>
<td>4.08</td>
<td>.892</td>
</tr>
<tr>
<td>Path Kenya identifies the needed change and creates vision to guide the change through inspiration.</td>
<td>4.24</td>
<td>.803</td>
</tr>
<tr>
<td>Management encourages teamwork and group dynamics.</td>
<td>3.68</td>
<td>1.148</td>
</tr>
<tr>
<td>Path creates a conducive work environment for its staff.</td>
<td>3.73</td>
<td>1.223</td>
</tr>
<tr>
<td>The organization retains skilled employees.</td>
<td>3.89</td>
<td>1.000</td>
</tr>
<tr>
<td>There is a positive relationship between employees and their leaders</td>
<td>3.75</td>
<td>1.044</td>
</tr>
<tr>
<td>Path Kenya has specific employee goals which maximize their productivity.</td>
<td>3.38</td>
<td>1.078</td>
</tr>
<tr>
<td>There is positive relationship between the employees and their leaders</td>
<td>4.11</td>
<td>.919</td>
</tr>
<tr>
<td>Employees input is accepted by the management</td>
<td>4.11</td>
<td>.919</td>
</tr>
</tbody>
</table>

4.5 Effect of Talent Pool Development and Employee Retention

From the findings, majority of the respondents agreed that Clear employees competencies profiling shown by a mean of 4.30 and a SD of 0.659, Management communicates pay matters periodically to employees both individually and collectively shown by a mean of 4.24 and SD of 0.803, that, Accurate predictions on a new hire’s on-the-job performance shown by a Mean of 3.68 and SD of 1.148 and that financial incentives have significant effects on employees’ performance shown by a mean of 3.79 and SD 1.075.

Employees feel welcomed, valued and appreciated hence perform to their best shown by a Mean of 3.73, Lateral transfers and deployments shown by a mean of 3.89, that employees experience feeling of achievement and personal growth shown by a mean of 4.39 and that employees receive reward and recognition in the organization shown by a mean of 3.20. Employees experience feeling of achievement and personal growth and that is shown by a mean of 3.75. The findings was supported by an average means score of 4.0 which implies that respondents all agreed that talent pool development affects Employee Retention in the Non-Governmental Organizations in Kenya. The findings are in line with Tansley, (2013) who stated that organizations that apply best reward practices demonstrate significantly higher productivity. They also concur with Angwandar, (2010) who asserts that to ensure the organization has good performance and disciplined employees, there should be a fair basis for compensating employees.

Table 4.4 Effect of Talent Pool Development on Employee Retention

<table>
<thead>
<tr>
<th>Statement</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clear employees competencies profiling</td>
<td>4.30</td>
<td>.659</td>
</tr>
<tr>
<td>Management communicates pay matters periodically to employees both individually and collectively.</td>
<td>4.24</td>
<td>.803</td>
</tr>
<tr>
<td>Accurate predictions on a new hire’s on-the-job performance.</td>
<td>3.68</td>
<td>1.148</td>
</tr>
<tr>
<td>Employee selection processes</td>
<td>3.79</td>
<td>1.075</td>
</tr>
<tr>
<td>Employees feel welcomed, valued and appreciated hence perform to their best</td>
<td>3.73</td>
<td>1.223</td>
</tr>
<tr>
<td>Lateral transfers and deployments</td>
<td>3.89</td>
<td>1.000</td>
</tr>
<tr>
<td>Employees experience feeling of achievement and personal growth</td>
<td>3.20</td>
<td>1.216</td>
</tr>
</tbody>
</table>
There is effective talent pool development system processes.  
Mentoring and coaching

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>There is effective talent pool development system processes.</td>
<td>3.75</td>
<td>1.044</td>
</tr>
<tr>
<td>Mentoring and coaching</td>
<td>4.30</td>
<td>.659</td>
</tr>
</tbody>
</table>

**4.10 Human Resource Policy and Employee Retention**

From the findings, majority of the respondents agreed that Human resource policy framework contributes to effective succession management to the organization shown by a mean of 4.24. Human resource policy framework fails to contributes to succession planning shown by a mean of 3.68, that Management ensures manageable workload shown by a mean of 3.79 and that HR Policy contributes to effective succession management in the organization when it fails to put into consideration of employees’ recruitment policy, remuneration policy and leadership development policies shown by a mean of 3.73.

Human Resource Policies support administrative personnel function shown by a mean of 3.89, that formal human resource policies can promote communication with employees, managers and supervisors shown by a mean of 3.20, that human resource policies establish the tone of a business and lets employees know what they can expect from the company and what to expect on workplace behavior shown by a mean of 3.75, that they also help managers and supervisors make consistent decisions on hiring, promotion and rewards shown by a mean of 3.75 and that a fair and comprehensive human resource policy curbs litigation from disgruntled current or ex-employees shown by a mean of 3.38. An average mean of 4.10 implies that the respondents agreed that various aspects of working conditions affect employee productivity.

The findings are in line with Dessler (2011) who observed that productivity is based on the idea that giving employees skills, resources, opportunity and motivation as well as holding them responsible and accountable for outcomes of their actions will contribute their competence and satisfaction. Study by Choi and Chu (2001) concluded that staff quality, room qualities and values are the top three factors that determine employee productivity which concurs with the findings of this study.
Table 4.5 Effect of Human Resource Policy on employee retention

<table>
<thead>
<tr>
<th>Statement</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human resource policy framework contributes to effective succession management to the organization.</td>
<td>4.24</td>
<td>.803</td>
</tr>
<tr>
<td>Human resource policy framework fails to contributes to succession planning.</td>
<td>3.68</td>
<td>1.148</td>
</tr>
<tr>
<td>Management ensures manageable workload</td>
<td>3.79</td>
<td>1.075</td>
</tr>
<tr>
<td>HR Policy contributes to effective succession management in the organization when it fails to put into consideration of employees’ recruitment policy, remuneration policy and leadership development policies.</td>
<td>3.73</td>
<td>1.223</td>
</tr>
<tr>
<td>Human Resource Policies support administrative personnel function</td>
<td>3.89</td>
<td>1.000</td>
</tr>
<tr>
<td>Formal human resource policies can promote communication with employees, managers and supervisors.</td>
<td>3.20</td>
<td>1.216</td>
</tr>
<tr>
<td>Human resource policies establish the tone of a business and lets employees know what they can expect from the company and what to expect on workplace behavior.</td>
<td>3.75</td>
<td>1.044</td>
</tr>
<tr>
<td>They also help managers and supervisors make consistent decisions on hiring, promotion and rewards.</td>
<td>3.38</td>
<td>1.078</td>
</tr>
<tr>
<td>A fair and comprehensive human resource policy curbs litigation from disgruntled current or ex-employees.</td>
<td>4.11</td>
<td>.919</td>
</tr>
</tbody>
</table>

4.12: Correlation Analysis

The researcher conducted a Pearson Correlation. From the findings in the table above, the study found that there was strong positive correlation between employee development and employee retention as shown by correlation factor of 0.404, this relationship was found to be statistically significant as the significant value was 0.000 which is less than 0.05, the study also found strong positive correlation between talent pool development and employee retention as shown by correlation factor of 0.505 which was significant at 0.000 which is less than 0.05. The study also found that there was a strong correlation between human resource policy and employee retention since the correlation factor was 0.497, the relationship was statistically significant as the significant value was 0.000 which is less than 0.05. Finally, the study found a strong correlation between Top Management and employee retention shown by a correlation factor of 0.509 at 0.000 level of significance.

Table 4.6 Correlation Analysis

<table>
<thead>
<tr>
<th></th>
<th>Employee Development</th>
<th>Talent Pool Development</th>
<th>Human Resource Policy</th>
<th>Employee Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Development</td>
<td>1</td>
<td>.913**</td>
<td>.596*</td>
<td>.509**</td>
</tr>
<tr>
<td>Talent Pool Development</td>
<td>.913**</td>
<td>1</td>
<td>.587*</td>
<td>.497**</td>
</tr>
<tr>
<td>Human Resource Policy</td>
<td>.596*</td>
<td>.587*</td>
<td>1</td>
<td>.505**</td>
</tr>
<tr>
<td>Employee Retention</td>
<td>.509**</td>
<td>.497**</td>
<td>.505**</td>
<td>1</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed)
*Correlation is significant at the 0.05 level (2-tailed)
4.12.1 Regression coefficients

A regression test was done to test the effect of the study variables on the retention of employee at Path Kenya. From the findings in the table above, the value of the adjusted R squared was 0.518 an indication that there was variation of 51.8 percent on employee retention, due to changes in the independent variables at 95 percent confidence interval, this shows that 51.8 percent changes in employee retention in Path Kenya could be accounted to employee development, talent pool development, human resource policy and Top Management Involvement. R is the correlation coefficient which shows the relationship between the study variables, from the findings shown in the table above is notable that there exists strong positive relationship between the study variables as shown by 0.573.

Table 4.7 Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.573a</td>
<td>.528</td>
<td>.518</td>
<td>0.53543</td>
</tr>
</tbody>
</table>


4.12.3 ANOVA

ANOVA was used to determine the goodness of fit of the regression model employed by the study. ANOVA table shows that the sum of squares of the regression is 4.788 at 4 degrees of freedom and mean square of 1.197. The residual sum of squares is 9.789 with 87 degrees of freedom and a mean square of 0.113. The total sum of squares is 14.577 with 91 degrees of freedom. The test for the joint significant which is given by the F statistic is 10.638 and as shown in the table above at 0.000 level of significance. This implies all the three independent variables jointly explain the employee retention in Path Kenya.
Table 4.8 ANOVA (Analysis of Variance)

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>4.788</td>
<td>3</td>
<td>1.596</td>
<td>14.124</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>9.789</td>
<td>87</td>
<td>.113</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>14.577</td>
<td>91</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employment Retention

Table 4.9 indicates the regression coefficients obtained from the regression analysis conducted. From the table, the following regression equation is obtained.

\[ Y = 1.608 + 0.128X_1 + 0.086X_2 + 0.289X_3 \]

Where:
- \( Y \) – Employment Retention (Dependent variable)
- \( X_1 \) – Employee Development
- \( X_2 \) – Talent Pool Development
- \( X_3 \) – Human Resource Policy

From the above regression equation, it was revealed that if Employee Development, Talent Pool Development, Human Resource Policy and Top Management Involvement were held to a constant zero, then Employee retention would be at 1.608. The study further revealed that Employee Development had a significant coefficient of (B= 0.128, p value 0.454). This implies that Employee Development had a positive significant on employee retention in the Path Kenya. Armstrong (2012) asserts that the opportunity for development increases employee loyalty, and thus retention, and helps organizations attract the best possible employees.

The study also revealed that rewards had a significant coefficient of (B= 0.086, p value 0.599). This implies that talent pool development had a positive significant effect on employee retention in Path Kenya. Rothwell (2004) states that rewards act as a motivating factor and that enables employees to work in teams towards the achievement of the set goals and objectives. There should therefore be a fair basis for compensating employees. The finding of the study revealed that Human Resource Policy had a significant coefficient of (B= 0.289, p value 0.010). This implies that working conditions had a positive significant effect on employee retention in Path Kenya. The finding of the study further revealed that Top Management Involvement had a significant coefficient of (B= 0.102, p value 0.444). This implies that employee training had a positive significant on employee retention in Path Kenya. Argwala (2016) asserts that all employees should be subjected to both internal and external training so that they can acquire new knowledge and skills.

Table 4.9 Coefficients Table

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.608</td>
<td>.462</td>
<td></td>
<td>.001</td>
</tr>
<tr>
<td>Employee Development</td>
<td>.128</td>
<td>.171</td>
<td>.171</td>
<td>.752</td>
</tr>
<tr>
<td>Talent Pool Development</td>
<td>.086</td>
<td>.163</td>
<td>.115</td>
<td>.528</td>
</tr>
<tr>
<td>Human Resource Policy</td>
<td>.289</td>
<td>.109</td>
<td>.294</td>
<td>2.644</td>
</tr>
</tbody>
</table>
5.0 DISCUSSION OF THE FINDINGS

The study sought to establish how Employee Development affect employee retention in the Non-Governmental Organizations in Kenya. The study revealed that a large number of studies on employee development show that there is a positive relationship between employee development and organizational performance. Organizations which offer an array of learning opportunities enable employees to perform better on their jobs which, in turn, enables the organization as a whole to perform better as well. In this way, employee development programs are logically related to organizational performance. Although lacking a substantial research basis, the principle has generally been supported through the human resource development and management practices of selected organizations.

On talent pool development, the study revealed that talent play an important role in building and sustaining the commitment among employees that ensures a high standard of performance and workforce constancy. The talent pool development system is designed to address the following needs: an accurate catalogue of employee capabilities; a method for predicting the evolution of those capabilities over time; recognition of employees for who they are and what they can actually do; processes which help provide employees with a road map to success, and feedback mechanisms which are designed to minimize bias and focus upon the effectiveness with which the employee works to achieve result Organizations that employs talent pool development management practices have higher chances of identifying organization future successors. Talent pool development helps organization to identify employees with potential capability to discharge the company's current and future human resourcing requirements and this helps in implementation of succession management practices. The optimization of talents can be achieved by implementing robust talent management practice; Integrate HR activities such as performance reviews, career advancements, and training and development; Creating succession plans based on competencies and capabilities is essential; Assessments to identify talent gaps or weaknesses in organizational competencies is one of the key talent management strategies.

The findings on HR policies revealed that formal human resource policies can promote communication with employees, managers and supervisors. If well-written and implemented, human resource policies establish the tone of a business and lets employees know what they can expect from the company and what to expect on workplace behavior. They also help managers and supervisors make consistent decisions on hiring, promotion and rewards. In addition, a fair and comprehensive human resource policy can curb litigation from disgruntled current or ex-employees. The establishment of policies can help an organization demonstrate, both internally and externally, that it meets requirements for equality and equity, diversity, ethics and training as well as its commitments in relation to regulation and good governance of its employees. For example, in order to dismiss an employee in accordance with employment law requirements, amongst other considerations, it will normally be necessary to meet the provisions stipulated in employment contracts and collective bargaining agreements. The establishment of a Human Resource Policy which sets out obligations, standards of behavior and document disciplinary procedures, is now the standard approach to meeting these obligations. HR policies can also be very effective at supporting and building the desired organizational culture.
6.0 CONCLUSION AND RECOMMENDATIONS

From the findings, employee development lead to an opportunity for development which increases employee loyalty, and thus retention, and helps organizations attract the best possible employees. Employee involvement make them part of the company’s success and that builds their morale and improves productivity. Talent pool development helps organization to identify employees with potential capability to discharge the company's current and future human resourcing requirements and this helps in implementation of succession management practices. In a typical organization, talent pool development is designed to produce accurate judgments regarding the capabilities of employees and to make accurate predictions about their evolution. HR policies allow an organization to be clear with employees on what is required of them and what they should expect from the organization; what is acceptable and unacceptable behavior; The consequences of acceptable and unacceptable behavior; HR policies provide an organization with a mechanism to manage risk by staying up to date with current; trends in employment standards and legislation. The policies must be framed in a manner that supports attainment of the company’s vision.

Non-Governmental Organizations should review their HR policy regimes and where necessary develop appropriate policies and adopt best practices that would facilitate effective succession management in the organizations. This may involve benchmarking and alignment of the supportive factors such as governance structures, compliance with HR policies and formulation of robust policies that will catalyze effective succession management e.g. on employee resourcing, performance and reward management as well as leadership development. Employees are the workforce of any businesses and they carry out the duties required to achieve the desired objective of any firm. Thus organizational leaders should always accept input from employees and use the pertinent information to improve work process.

REFERENCES


