

Influence of Succession Planning Practices on Employee Performance of Kakamega County Government

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Abstract: The purpose of the study was to investigate whether Succession planning practices have influence on employee performance in Kakamega County Government. Specifically the study assessed the influence of organization culture practice on employee performance. The study was carried out in Kakamega County which is one of the 47 Counties in the republic of Kenya. The study specifically focused on influence of succession planning practices on employee performance in all the 10 devolved departments/ ministries in Kakamega County. This study was guided by Theory of organizational excellence. The research design employed in the study was descriptive survey design carried out in the 10 devolved departments and considered a target population of 267 employees at the County Government of Kakamega. The sampling frame for this study was a list of all employees in County Government of Kakamega. Head office provided by the Human Resource Department. The sample size of this study was 160 employees. The study purposively sampled out all cadres which play key roles in the County. Random sampling technique also used to select respondents. Questionnaires were used as research instruments. Structured and semi structured questionnaires were used as data collection instrument. The data collected was analyzed using quantitative methods. The Pearson correlation results revealed that organizational cultural practices had significant and positive relationship with employee performance ($R=0.592$, $P=0.000$). Simple linear regression revealed that 535.0% variation in employee performance is significantly accounted for by organizational culture practices ($R^2=0.350$). Therefore, the study concluded that organization culture is useful predictor of employee performance. The study therefore recommends that County Government should consider cultural diversity when making succession plan decisions.

Keywords: Employee Performance, Succession Planning Practices, Organizational Culture, Kakamega County.

I. INTRODUCTION

Globally succession planning practices is known to be a major strategy and an initiative of addressing a number of critical Human Resource issues such as increasing turnover rates, natural attrition, ageing workforce, increasing retirement rate, changing trends in the work, need for diversity at all levels, stiff competition and tight labour markets, (Nova Scotia Public Service commission, 2015). Organizations look for the best strategy of achieving competitive advantage through improving organization performance.

Taylor (2014) posted that succession planning practices programs in Human Resource Management systems are an indicative strategic response to these pressures. Succession planning practices is a framework where an organization continues to implement strategies such as establishing internal Talent Management Committees, identifying and developing internal talent pools, encouraging and supporting knowledge transfer from current employees to successors, and recruitment of new professionals to fill gaps in an effort to ensure a continuous flow of qualified candidates for critical positions.

According to (Rodrigo, 2013) succession planning practices is a process of identifying and preparing suitable employees through mentoring, training and job rotation to replace key players within an organization as those key players leave their

position for whatever reasons such as retirement, advancement and attrition. Succession planning practices is a strategy of workforce planning. Practice of succession planning is an on-going dynamic process that identifies, assesses and develops talents to insure that an organization can keep up with changes in the work place and market plan. It is a process designed to ensure the organization recruits and develops new hires and in-house staff to fill each key role within the organization. Its goal is similar to workforce planning –hiring the right people, in the right positions at the right time (Burwell, 2011).succession planning practices is a systematic approach to building leadership continuity, developing potential successors in ways that best fit their strengths, identifying the best candidates for categories of positions and concentrating resources on the talent development process yielding a greater return on investment.

Succession planning recognizes that some jobs are the life blood of the organization and too critical to be left vacant or filled by any but the best qualified persons. Effectively done, succession planning practices is critical to mission success and creates an effective process for recognizing developing and retaining top leadership talent (Allison, 2005). Organizations have been wrestling with ways to identify, develop and retain their talent for decades. Today's organizations are facing higher demands in a global market owing to widening talent gap. Planning for the future is a key activity for any successful organization that is intent upon maintaining a stable and effective work force.

Succession planning is a part of the strategic process of preparing for the future of the company (Mazzola, Marchisio & Astrachan, 2008). Succession, especially in civil service is a process rather than an event. So, the sooner the organization starts the process, the better their chances of success. In many cases organization heads give thought to a succession plan, but they put off implementation.

This causes serious problems when the executive leave the organization earlier than planned due to transfer, death or illness. The successor will be making his or her first key business decisions during a difficult time and the health of the business could suffer (Molly, Laveren & Deloof, 2010).

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

Richard, (2009) assert that organizational performance consists three specific areas of firm outcomes these include financial performance (shareholder return), customer service, social responsibility and employee stewardship among others. Past studies have used financial and non-financial metrics to measure organizational performance. The financial measures include profit, sales, and market share. Non-financial measures include productivity, quality, efficiency, and the attitudinal and behavioral measures such as commitment, intention to quit, and satisfaction (Dyer & Reeves, 1995).

Employee Performance is associated with quantity of output, quality of output, timeliness of output, presence attendance on the job, efficiency of the work completed and effectiveness of work completed (Mathis & Jackson 2010). Employee Performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resource within a changing environment. Performance oriented employees are the motivator because they have a predetermined directions to achieve positive assessment of their competence relevant by others Heintz & steele (2014). Succession planning practice is very important for realization of individual and organizational objective including employee's performance Ooi (2017). This is the point which intersects the relationship of employees and their performance.

The promulgation of the 2010 Kenya constitution heralded a devolved form of government with the formation of one Central Government and 47 county governments to give local people and communities an opportunity to make decisions and manage their own affairs through elected leaders and representatives. Kakamega County is number 37 among 47 Counties created by the Constitution. The Office of the Governor is the highest office in the County administrative structure. It provides overall policy direction and oversight of all activities performed in the County. The Public Service Management and Administration Ministry in the Office of the Governor is charged with responsibility of establishing administrative structures with systems, mechanisms and frame work for policies and manual for the discharge of all devolved functions as per the County Governments Act 2012 and the Constitution 2010. It also ensures that the County Government has optimal staff levels with skills and competencies for efficient discharge of devolved functions. The main

aim is to ensure appointment and development of Human Resource who should promote ethical conduct and professionalism for efficient service delivery to the citizens.

The Kakamega county is composed of the following 11 devolved departments namely Office of the Governor and the County Secretary, County Public Service Board, Finance and Economic Planning, Health, Education & ICT, Public Administration, Information and Communication, Energy, Agriculture and Livestock, Trade, Industrialization and Tourism, Land and Infrastructure, Water and Environment. There are various new offices that have since been established by the Public Service Board between 2013 and 2017. The office of the county Secretary, headed by county performance management, job group "S". Finance department composed of the director, financial services, Director of procurement, Director of internal audit. In the health department the post of director in charge of revenue Job group "R" was created. The post of Hospital director job group "R". Director Housing, Director Education and Training, Director of ICT, Director of Trade and Investment, and Director of Tourism all of them are on job group "R".

1.1 Statement of the Problem

The County Government of Kakamega came into existence after the promulgation of the new constitution and currently it has a workforce of 973. Most employees were inherited from the previous county council and municipal council. 30% of them are approaching the 60 years age limit for retirement or require new skills for optimum integration into county government. Other employees were seconded from the national government. Besides all this, the county government still employees other cadres of staff. This has resulted in having excessive staff and therefore the need for the management of the county to initiate a number of succession planning practices to ensure that the current and future employees enhance their performance (Patrick, 2013). Managers and top level authorities are constantly met with issues of succession planning and hence globally retaining talented staff is a serious concern to organizations in the face of increasing employee turnover (Armstrong, 2010). A major concern is orderly succession of vacant position in county government of Kakamega and ensuring future needs of their own. In actual sense, there is great need to have succession practices as a minimum guideline for effective management of the whole succession cycle. It is in this light that this study seeks to be undertaken to ascertain the influence of succession planning practices on employee performance.

1.2 Research Objective

To study sought to assess the influence of organization cultural practices on employee performance at County Government of Kakamega.

1.3 Research hypothesis

Organization cultural practices have no significant influence on employee performance at the County Government of Kakamega.

II. LITERATURE REVIEW

2.1 Theoretical Review

This study was hinged on theory of Organizational Excellence. This theory was founded by Thomas Peter and Robert Waterman (2014). The theory states that the culture that an organization adopts is directly linked to its success. Therefore the success of the any organization depends on the cultural practices which put emphasis on action, closeness to customers, productivity, value based effort, simplicity and economic use of resources. This theory emphasizes that employees should be involved in decision making, avoid rigidity in command process, pay attention to their cultural variables, promote and clarify the core values of the organization to the workers (Anis, 2011).

This theory was relevant to the study in that strong cultural values in an organization that emphasizes high achievement levels for employees can provide individuals throughout the organization with room to perform highly. The managers should also continuously develop innovative ways for meeting customers' needs. The organization that value cultural variables attract employee to stay longer. As a result employees were involved in succession planning practices of the organization.

2.2. Organizational Culture and Employee Performance

Organizational culture is a composition of important visions, values, perspectives, modes and standards of behaviour that characterize an organization Boglarsky & Kwantes, (2007). It comprises of the dominant culture that influences the

shareholders of the organization as it affects the manner in which things are done in the firm. According to Dasanayake and Mahakalanda (2008) organizational culture configures in answer to the necessity for endurance and external revamping as well as internal consolidation.

For determining and examining the implementation of the culture of an organization, there are diverse beliefs and judgments that have been passed over by specialists for instance: Beech and McKenna (2000) opine that organizational culture is categorized into numerous elements namely: Core values held by the organization, the philosopher, that gives way to the determination of the organizational policies in regard to the customers and employees, regulations to relate in a good manner in firms.

Beliefs focus on reality and they come from experience while values are about ideals that are desirable and worth striving for. These are specific principles that are shared Barney, (2012). Organizational cultural diversity must be taken very serious by most organizations as strategy of retaining employees. This increases employees' commitment, loyalty and help the organization to accomplish its goals. As a management tool, organizational culture can achieve success, efficiency, work ethic, high outputs, as shown in various companies in America, Japan and other nations in Europe (Sutrisno, 2007), whereas Crawford and Lok (2004) and Abdulkadir (2005) indicated that, organizational culture can impact how individuals set personal and professional targets and objectives, utilization of resources and performing duties in its accomplishment. This explains that the worth structure embraced by the firm may influence how employees behave and the way work is done.

Organizational culture can be said that it encourages employees to achieve objectives of the organization Darmawan (2013). Organizational culture has some relation to the accomplishments of a company. Culture enhances motivation and character of employees this increases productivity and in turns the organization's performance is improved to achieve the objectives of the organization (Uha, 2010). Therefore, this study seeks to determine the influence of organizational cultural on employee performance in County Government of Kakamega.

2.3. Conceptual Framework

The independent variable is succession planning practices that is; organizational culture practices which are likely to affect employee performance (the dependent variable). The relation is indicated in the diagram Figure 1

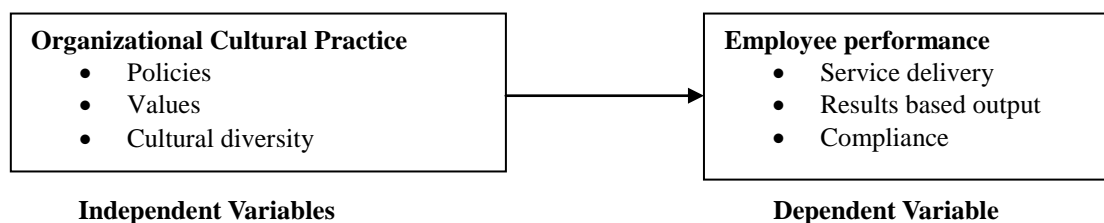


Figure 1: Conceptual Framework

2.4. Research Gaps

There is a lot of empirical literature on influence of succession practices on employee performance. Zulgurnam, Babak, Saira and Sheikh (2014) carried on impact of succession planning practices on employee's performance in commercial Banks of Pakistan. Odhiambo and Zakayo, (2014) did a study on effects of succession planning practices on organization performance among the Non-governmental organizations in Kenya. Kiptoo, (2016) conducted a study on the factors affecting effective succession management in the civil Service in the Ministry of Water and irrigation. Adhiambo (2014) conducted a study on influence of succession planning practices on performance of select health service Non-Governmental Organizations in Winam Division based in Kisumu. However, none of these studies focused on the influence of succession planning practices on employee performance in the County Government of Kakamega.

Therefore this study seeks to investigate the influence of organizational culture on employee performance in County Government of Kakamega. Most of the succession planning practices strategy emphasizes is laid on top level managers but not much importance is given to the study of the problem of employees at lower cadre. Hansard (2003) observed that there is no single institution in the public sector that has a proper succession planning practices policy.

Therefore, there is a gap that needs to be filled. The influence of institutional leadership on succession planning practices in an organization. Limited resources can also affect the implementation of succession planning practices. There is also

the challenge facing organizations in implementing the succession planning practices programs. This study sought to fill the gap by investigating the influence of succession planning practices on employee performance in the County Government of Kakamega

III. METHODOLOGY

The study used descriptive design. A descriptive study was undertaken in order to ascertain and describe the characteristics of the variables of interest in a situation. This study considered a target population of 267 employees at the County Government of Kakamega (HR Department, 2018). These employees were drawn from various cadres as follows: clerical officers, office administrators, supplies officer, Human resource management, accountants. Finance, economists, communication, public relations, legal officers, chief officers and directors. All these employees are located at the County Government of Kakamega Offices. The sampling frame was obtained from the Human Resource Manager at the Governor's office. This includes clerical officers, office administrators, supplies officer, Human resource management, accountants. Finance, economists, communication, public relations, legal officers, chief officers, chief staff and directors. All these employees are located at the County Government of Kakamega Offices. In order to come up with a sample representative of the respondents in this study, Yamane's formula for sample size calculation was used. The sample sized obtained was 160 respondents. The study purposively sampled out all cadres which play key roles in the County government of Kakamega. Random sampling technique was also be used to identify the study elements for each of the 13 strata (Kathori, 2004). Stratified sampling was used to identify employees according to their job titles for the study. The staffs were stratified according to 13 categories.

The study issued structured and semi structured questionnaires as data collection procedure. Secondary data was obtained from reviewed literature. This included journals and reports in the field of Human resource management concerning succession planning practices. The research adopted the content validity to measure the validity of the instruments to be used. Reliability was achieved using Cronbach alpha with value greater than 0.7. The instrument yielded a Cronbach alpha of 0.862 for employee performance and 0.780 for organizational cultural practices. The data collected was analysed using descriptive statistics and inferential statistics. The descriptive technique generated frequencies, mean and percentages while inferential statistics generated in fitness of correlation of variables. Primary data was analysed in percentages form and presented in table format. The study used linear regression analysis to estimate the relationship between independent and dependent variables as indicated below. The linear regression model is as shown below

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

Where:-

Y = Employee Performance

β_0 = Constant, showing performance in the absence of the succession planning practices

β_1 = Regression Coefficients of organization cultural practices influencing employee performance

X_1 = Organizational Cultural practices

ε = Error Term

IV. FINDINGS AND DISCUSSIONS

4.1 Response Rate

One hundred and sixty questionnaires were distributed to respondents, one hundred and thirty nine questionnaires were received this represented 86.87% response rate and twenty one questionnaires were not received this accounted for 13.13 % of the total questionnaires distributed.

4.2 Descriptive Statistics

Organization cultural practices are one of the crucial succession planning factors. To measure organization cultural practices, a set of three statements were formulated. The respondents were asked to indicate the extent of agreement with each of the organization cultural practices statements from strongly disagree (1), Disagree (2), Neutral (3), agree (4) to strongly agree (5). The pertinent results are presented in Table 1.

Table 1: Descriptive statistics for Organization cultural practices

S.N	Organization cultural practices	1	2	3	4	5	Mean	SDV
1	In county Government rules, regulation and obligation are considered important	5.8% (8)	10.8% (15)	6.5% (9)	33.8% (47)	43.2% (60)	3.98	1.20
2	Values are fairly applied to all employees	8.6% (12)	15.8% (22)	7.9% (11)	42.4% (59)	25.2% (35)	3.60	1.26
2	Cultural diversity is considered when making decisions in the County Government of Kakamega	13.7% (19)	25.9% (36)	9.4% (13)	29.5% (41)	21.6% (30)	3.19	1.39
	Overall						3.59	1.287

The results in Table 2, 33.8 %(47) of the sampled respondents and 43.2%(60) of the respondents agreed and strongly agree respectively that In county Government rules, regulation and obligation are considered important. A mean of 3.98 and standard deviation 1.207 implies that there is great deviation from the mean. The results also revealed that 42.4%(59) and 25.2%(35) of the respondents agreed and strongly agreed respectively that Values are fairly applied to all employees with a mean of 3.60 and standard deviation 1.261. This suggested that there was great deviation from the mean.

Lastly, 29.5%(41) of the respondents agreed that cultural diversity is considered when making decisions in the County Government of Kakamega and further 21.6%(30) of the respondents strongly agreed with a mean of 3.19 and standard deviation of 1.393. This implies that there is some deviation from mean. The overall mean was 3.59 with a standard deviation of 1,287 indicating that there was deviation from this mean as far as organizational cultural practices is concerned.

Employee performance was measured using Service delivery, results based output and compliance. The respondents were asked to indicate the extent of agreement with each of the four statements from strongly disagree (1) to strongly agree (5). The relevant results are presented in Table 2.

Table 2: Employee Performance

S.N	Employee performance	SD	D	U	A	SA	Mean	SDV
1	There is prompt Service delivery	10.1% (14)	12.9% (18)	7.2% (10)	44.6% (62)	25.2% (35)	3.62	1.27
2	In County Government of Kakamega employees produce high quality Output.	8.6% (12)	22.3% (31)	7.9% (11)	48.2% (67)	12.9% (18)	3.35	1.20
3	In our organization there is results based output	4.3% (6)	25.9% (36)	20.9% (29)	37.4% (52)	11.5% (16)	3.26	1.09
4	Employees Comply with performance standards required.	12.9% (18)	16.5% (23)	8.6% (12)	43.2% (60)	18.7% (26)	3.38	1.31
	Overall						3.4	1.22

From Table 2, majority (69.8%) of the sampled respondents confirmed that there is prompt Service delivery with a mean of 3.62 and standard deviation of 1.271 implying their great deviation from the mean. The results also revealed that 48.2%(67) of the respondents agreed that in County Government of Kakamega employees produce high quality Output while 12.9%(18) strongly agreed on the same with a mean of 3.35 and standard deviation of 1.208. This implies that there is great deviation from the mean. Thirty seven point four percent of the respondents agreed that in their organization there is results based output while 11.5 %(16) strongly agreed with a mean of 3.26 and standard deviation of 1.099

Lastly, 43.2%(60) and 18.7%(26)of the respondents agreed and strongly agreed respectively that employees comply with performance standards required. A mean of 3.38 and standard deviation of 1.315 implying that there is great deviation

from mean. The overall mean was 3.4 and standard deviation of 1.223 indicating that there is great deviation as far as employee performance is concerned in the county government of Kakamega.

4.3. Inferential Statistics

Bivariate Pearson correlation analysis was used to assess the relationship between organization cultural practices and the employee performance at County Government of Kakamega. In assessing the influence of organization cultural practices on the employee performance at County Government of Kakamega, the study established a coefficient of correlation (r) as 0.592**, P<0.01 at 99.0% confidence level. This shows that there exists a significant positive relationship between organization cultural practices and the employee performance at County Government of Kakamega. This suggests that the employee performance of County Government of Kakamega increase with improvement in organization cultural practices. The results are as shown in Table 3.

Table 3: Correlation between Organization cultural practices and the employee performance

		Organization cultural practices	Employee performance
Organization cultural practices	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	139	
Employee performance	Pearson Correlation	.592**	1
	Sig. (2-tailed)	.000	
	N	139	139

A simple linear regression was carried out to investigate the influence of organization cultural practices on employee performance at County Government of Kakamega and thereby test the fourth research hypothesis of the study. The coefficient of determination, R² was relied upon to find the influence of organization cultural practices on the employee performance. The detailed results of simple linear regression analysis involving organization cultural practices and employee performance at Kakamega County Government is as shown in Table 4 which is composite table comprising of Model summary, ANOVA and regression coefficients

Table 4: Regression Results of Accountability and Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.592 ^a	.350	.345	.77139		
a. Predictors: (Constant), Organization cultural practices						
b. Dependent Variable: Employee Performance						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	43.918	1	43.918	73.807	.000 ^b
	Residual	81.521	137	.595		
	Total	125.439	138			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Organization cultural practices						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.668	.212		7.860	.000
	Organization cultural	.488	.057	.592	8.591	.000
a. Dependent Variable: Employee Performance						

The proportion of variance in County Government of Kakamega employee performance in Kenya explained by the independent variable (organization cultural practices) is 35.0% or R²=0.350. In order to assess the model significance, simply whether the model fits well the given data, the study resorted to F ratio. From the findings, the F ratio is greater

than 1, as indicated by a value of 73.807, which means that improvement due to fitting the model is much greater than the model inaccuracies ($F(1,139)= 73.807, P=0.000$). This implies that organization cultural practices are useful predictor of employee performance of County Government of Kakamega in Kenya.

From the findings presented in Table 4, organization cultural practices carried positive significant predictive power (Unstandardized B coefficients). The B coefficient of organization cultural practices was 0.488. These values are significant ($B=.488, p=.000$) implying that a unit change in organization cultural practices would result to significant change in employee performance by 0.488 in the same direction. Therefore, the linear regression results indicated that there was a statistically significant positive relationship between organization cultural practices and employee performance at County Government of Kakamega.

The null hypothesis posited H_0 : Organization cultural practices have no significant influence on employee performance at the County Government of Kakamega was rejected using both r and R^2 . From the results, organizational cultural practices had significant positive influence on employee performance with $P<0.01$ and it significantly accounted 35.0% variance in employee performance at County Government of Kakamega. Therefore, the fourth null hypothesis is rejected as organization cultural practices have significant influence on employee performance at County Government of Kakamega. This finding agrees with Fanche (2007) who showed that establishment and institutionalization of the succession planning to the Ministry of Health and Medical Education is deeply affected by the components of organizational culture. Accordingly, unprofessional organization culture can deprive the organization of numerous advantages in multiple-succession planning. Jina (2014) who found out that organisational culture ultimately influence succession planning of family businesses. Cultural elements were found to influence the planning for the handover, the selection process of the successor, the training and development of the successor, the handover process and the management stage of the businesses. Further, Mehrtak, Farzaneh, Habibzadeh, Kamran, Zandian and Mahdavi (2017) revealed that researchers who wish to understand the antecedents, events, consequences and contingencies of succession planning must take a closer look at the organizational culture, its members and stakeholders to better understand the underpinnings behind the decision making.

V. CONCLUSION AND RECOMMENDATION

The study concluded that there is significant positive influence of organizational cultural practices on employee performance in County Government of Kakamega. Thus the fourth research hypothesis was rejected. Improvement in organizational cultural practices as for succession planning is concerned would results to increase in employee performance. The study also concluded county Government rules, regulation and obligation are considered important and values are fairly applied to all employees. Organization cultural practices have significant positive influence on employee performance of County Government of Kakamega. The study therefore recommends that County Government should consider cultural diversity when making succession plan decisions. This increases employees' commitment, loyalty and help the county governments to accomplish their goals in service delivery. This would facilitate development of human resource programs and workplace culture that attracts and supports employee engagement and retention.

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