CONSTRAINTS TO SUCCESSION MANAGEMENT IN STATE CORPORATIONS IN KENYA

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Constraints to Succession Management in State Corporations in Kenya

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other university.

Signature ……...Date……

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This thesis has been submitted for examination with our approval as the University supervisors.

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DEDICATION

To my family; my loving wife Esther Muthoni Amani and our adoring sons, John Nana and Abel Buya. You are the reason I did all this.

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ABBREVIATION AND ACRONYMS

CEO	Chief Executive Officer
CFO	Chief Financial Officer
GAO	Government Accountability Office
GOK	Government of Kenya
HCM	Human Capital Management
HRIS	Human Resource Information System
HRM	Human Resource Management
ICT	Information Communication Technology
IT	Information Technology
JKUAT	Jomo Kenyatta University College of Agriculture & Technology
NASA	National Aeronautics and Space Administration
SAGA	Semi-Autonomous Government Agencies
SHRM	Strategic Human Resource Management
SM	Succession Management
SP	Succession Planning
TDM	Talent Development Model
TDF	Talent Development Framework

DEFINITION OF TERMS

Human Resource Planning This is an information and decision making process in an organization aimed at ensuring that enough competent people with appropriate skills are available to perform jobs in an organization where and when they are needed (Spencer, 2007).

Human Resource Policies Are the formal rules and guidelines that businesses put in place to facilitate management of the members of their workforce and are used for decision making (Armstrong, 2009).

Human Resource Management; The process of mobilization and effective utilization of employees in an organization in order to achieve its goals and objectives (DeSimon and Harris, 2006).

Management Styles Are characteristic ways of making decisions in the management of people and generally in relating to subordinates (Cheng, &. Dainty, 2007).

Succession Planning (SP) Also referred to as Succession Management, Succession Planning involves preparing employees to be able to take over senior roles upon the exit of mostly top executives and mid-level managers (Blahner, 2005).

Succession Management (SM) Is the systematic process of determining critical roles within the company, identifying and assessing possible successors, and providing them with the appropriate skills and experience to prepare them for present and future roles (Stuart, 2007).

ABSTRACT

Succession Planning/Management 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/Management. The overall objective of the study was to establish the constraints to succession management in state corporations in Kenya. The study specially aimed to; establish the influence of human resource policy; ascertain the influence of business goals; establish the influence of top management involvement; evaluate the role of talent pool development; assess the influence of Monitoring and Evaluation on succession management in state corporations. The study discussed both theoretical and empirical literature on succession management. The study adopted a descriptive research design and the study population comprised of a total of 162 top level HRM in state corporations. The study adopted a census design to reach the top level HRM in 162 state corporations. 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. The study found out that most state corporations lacked proper succession management systems. It was concluded that study the major constraints to succession management in state corporations in Kenya includes; human resource policy, top management involvement, non-alignment to business goals, weak talent pool development systems and weak monitoring and evaluation systems. 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 management strategies, implementation of talent pool development mechanisms and robust monitoring and evaluation systems.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

This study analyzed succession management processes and practices in order to establish the constraints to succession management in state corporations in Kenya. Succession Planning/ Management is the purposeful and systematic effort made by organizations to ensure leadership continuity, retain and develop knowledge and intellectual capital for the future, and encourage individual employee growth and development"(Geus, 2008). Succession Management is a proactive approach to managing talent as it involves identification of high potentials for anticipated future needs and the tailored development of these people so that there is a talent pool or leadership pipeline available to meet organizational demands (Schein, 2007).

Due to a combination of factors such as the economic downturn, retirement of millions of baby boomers since 2010 and the increased turnover of Chief Executive Officers (CEOs) of major corporations which has increased with 53 percent worldwide, it is apparent that succession management would be important for any organization (Cannella, 2007). Succession management efforts should always be aligned to the vision and strategic objectives of the organization, if an organization is to attain its strategic purposes of existence (Fulmer, 2009). According to Rothwell (2007), succession planning helps in acceleration of organizational development, the retention of talented people and the creation of pools of talented employees to fill key positions hence the reason why companies pay attention to succession management.

Globally, many organizations are yet to fully mainstream Succession Planning in their broader corporate planning processes (Eastman, 2007). According to the Survey on Chief Executive Officers (CEOs) on Succession Planning in America (2010), more than half of major companies in America could not immediately name a successor to their

CEO should the need arise. According to the Global Human Capital Report (2008), there was a looming "leadership gap" to current and future leadership development and succession management efforts. The report revealed amazing opinions of hundreds of Human Resource professionals and line-of-business managers from across the world on their preparations and projections for the coming decade, as well as their current challenges and practices in Human Capital Management (Wellins, 2009).

According to Nkomo (2008), similar challenges on succession management were experienced in Africa where many organizations experience a leadership planning or managerial succession problems, the process by which key officials; especially the CEOs are replaced by others. In Kenya, according to Government of Kenya (2010), there was an inherent gap between manpower planning and strategic planning in most public sector organizations. This has, in turn led to difficulty in making accurate predictions on manpower requirements with attendant staff shortages and a leadership crisis experienced in certain cadres of the Public Service. As a result, some top level positions have had to retain persons beyond their retirement age because of a lacuna of skills in certain higher grades in the public service hierarchy (GOK, 2010).

1.1.1 Succession Management

Succession management plays a key role in ensuring that organizations have an adequate pool of managers who can take over higher roles as they become available. According to Rothwell (2007), succession management in organization must consider the strategic goals of the organization and development needs of individual employees. Involvement and commitment of Executives and top managers is key to effective succession management (Tracy, 2009). Staff also, have to support the activities of the plan, in addition to linking them to other human resource systems and activities of the organisation (Baruch, 2009).

A main factor which influences succession planning is the role of human resource development, which incorporates career development and the learning and development processes of potential successors (Sally, 2012). Aswathappa, (2008) states that successful succession planning typically requires input and effort from a wide range of key individuals across the enterprise. Senior management, human resources and development managers, supervisors and line managers all have roles to play in identifying and developing talent and ensuring that succession activities are seamlessly embedded in the organization.

The above notwithstanding, the continued turbulence in the labor industry and growing competition creates an unpredictable landscape in the corporate sector making managers to continuously search for effective strategies to ensure organizational continuity and success through effective people management. According to Spencer (2007), current uncertainties mean that it may be impossible to sustain all employees in their current positions and there is need to progressively identify possible vertical and lateral movements to cater for employee growth and organizational continuity. Tracy (2009) suggested that building of comprehensive systems for assessment and development practices that support the entire pipeline of talent across the organization as effective channels for supporting such vertical and lateral moves.

Further, studies by Karaevli and Hall, (2007) indicate that the survival of any organization in this continually evolving business landscape means they have to adopt succession management approaches that will feed and develop their talent pool with adaptable and skilled individuals who embrace learning, mobility and change. Succession management is therefore a vital piece of data for day by day decision making in the organizations and is considered as an important tool for improving individuals and organizations (Ivancevich, 2007). In fact, well implemented succession management programs have been shown to increase organizational productivity and financial returns (Ivancevich, 2007).

1.1.2 Profile of State Corporations in Kenya

State corporations comprise the part of the economy concerned with providing basic government services to the general public. These include services in agriculture, policing, military, public roads, public transit, education and healthcare. There are one hundred and sixty two (162) government parastatals in Kenya (State Corporations Performance Contracting Evaluation Report, 2012). Parastatals play an important role in the economic development of the country. Parastatals are at the center-stage in the fulfillment of the aspirations of Vision 2030 and as such their study is of paramount importance (State Corporations- Performance Contracting Evaluation Report, 2012).

Many state corporations experience many challenges while undertaking succession management (Edward, 2009). According to George (2010) some of the key notable challenges to effective succession management in public sector organizations in Kenya includes; identification of succession planning need and commitment of the resources for supporting execution of succession planning; absence of effective succession planning guidelines in organization human resource policy framework, lack of clear long-term business goals, low emphasis by top management involvement and absence of effective talent management systems. According to Charles (2010), the degree of succession management in many state corporations remains very low since managers in the state corporations have not yet managed to employ effective measures to overcome the succession management challenges.

1.2 Statement of the Problem

Despite the critical role that succession management plays in ensuring organizational continuity, many organizations are yet to fully mainstream and align succession management to overall corporate planning processes. Empirical evidence Morello *et al* (2007) showed that by 2010, 50% of organizations worldwide would face a leadership crisis due to shortage of pipeline talent and managers who possess the right skills and

attitudes. This is further echoed by Busine and Watt, (2005) who indicated that most organizations indeed consistently rate their succession management practices as less than effective. For example, a study by Britt (2009) showed that only 29% of Human Resource professionals have implemented succession planning programs and 94% indicated that younger employees in their organizations were not being prepared for advancement. This underpins the fact that positive impact of such a program on business profitability has not been embraced fully despite its proven value. Specific statistics on the adoption of succession planning includes 46% in Taiwan a paltry (2.95%) in Australia (Tracy, 2009) and similar challenges across Africa (Nkomo, 2008).

In Kenya, the uptake of succession planning programs is equally low, especially in the public sector. According to George (2010) over 75% of state corporations in Kenya lack effective succession management programs and this affects performance of over 50% of state corporations. Despite the important role the succession management plays in developing leadership capital to perpetuate organizational continuity (Geus, 2008), many state corporations are yet to fully mainstream succession planning in the broader corporate planning processes. According to Government of Kenya Report (2010), there was an inherent gap between manpower planning and strategic planning in most public sector organizations. This in turn led to difficulty in making accurate predictions on manpower requirements with the attendant staff shortages and a leadership crisis experienced in certain cadres in the public service. As a result, some top level positions have had to retain persons beyond their retirement age because of a lacuna of skills in certain higher grades in the public service hierarchy (GOK, 2010).

Nevertheless, while there is evidence of succession management and numerous efforts to improve organizational performance through its implementation, the level of performance in state corporations remains low (Britt, 2009). This notwithstanding the findings by Garman and Glawe, (2008) which showed that effective succession management increases organizational performance by up to 30%. However, empirical evidence on the genesis of the gaps in succession management in the public sector

remains largely unknown. This study therefore investigated the constraints to succession management in state corporations in Kenya.

1.3 General Objective

The overall objective of the study was to establish the constraints to succession management in state corporations in Kenya.

1.3.1 Specific Objectives

i) To establish the extent to which human resource policy influences succession management in state corporations.
ii) To ascertain the influence of business goals on succession management in state corporations.
iii) To establish the extent to which top management involvement influences succession management in state corporations.
iv) To determine the influence of talent pool development on succession management in state corporations.
v) To assess the extent to which Monitoring and Evaluation influences succession management in state corporations.

1.4 Hypotheses

1. $H_{1:}$ Human resource policy significantly influences effective succession management in state corporations.
2. $H_{1:}$ Business goals significantly influence succession management in state corporations.
3. $H_{1:}$ Top management involvement significantly influences succession management in state corporations.

4. $H_{1:}$ Talent pool development significantly influences succession management in state corporations.
5. $H_{1:}$ Monitoring and Evaluation significantly influence succession management in state corporations.

1.5 Justification of the Study

Succession management plays a major role in promoting organization continuity yet the challenges that impede effective succession management in public sector organizations are yet to be well analyzed, understood and mitigated. Succession management provides a roadmap for leadership continuity and greatly supports realization of increased organization performance. In developed nations such as USA, Canada and China, many organizations have effectively embraced succession management strategies while in Africa government corporations in many countries are still struggling to adopt effective succession management strategies (Stuart, 2007). In Kenya, there is limited literature on succession management challenges in public sector despite the importance of the role played by public sector organizations in the country's socio-economic development. With the ongoing public sector reforms, there is a need for public sector organizations to implement effective succession planning strategies that will lead to increased organization performance in order to contribute towards achievement of the national agenda as stipulated in Kenya's Vision 2030.

This study was therefore justified since it will facilitate gaining a deeper understanding on major factors that influence succession management in state corporations in Kenya and give recommendations on how public sector organizations can improve on succession management. This study sheds more light on the problems associated with succession management within the context of state corporations in Kenya and makes tacit recommendations on how to improve and mainstream succession management in state corporations in Kenya. It therefore makes a contribution to the literature on succession management in Kenya.

1.5.1 Business Owners /Government

Succession management has become increasingly important and a priority in government and as such it is imperative that there is a clear exposition on how it is undertaken, especially in public sector organizations whose crucial role in the socio-economic development of the country cannot be understated. The study amplifies how state corporations can ensure that they have sufficient pipeline talent to be developed and nurtured so as to be able to take up leadership positions in future.

1.5.2 Researchers and Academic Community

The findings of this study will benefit to researchers and scholars on Succession Management. The findings of the study are expected to be of significance to various researchers involved in human resource research activities. The documented report of the study will be accessible in libraries and other learning resources and will thus equip learners with deeper skills on Succession Management in public sector organizations.

1.5.3 HR Managers and Practitioners

The study is of great significance to human resource managers since it will provide updated information that will help them to gain more knowledge and skills on the theory and practice of succession management.

1.5.4 Employees in State Corporations

The study is of significance to employees in state corporations since it will improve succession management processes in organizations and help in improve staff development, facilitate the motivation and retention of talented staff as well as create platforms for pools development and avail talent employees to fill key positions in organizations.

1.5.5 General Public

The study is of great significance to the general public since effective secession planning in public sector organizations greatly supports realization of organizational performance through better service delivery that leads to greater customer satisfaction.

1.6 Scope of the Study

The study was undertaken on 162 state corporations in Kenya. The study gathered information on constraints to succession management in state corporations in Kenya. The study specifically gathered quantitative and qualitative data from 162 top level human resource managers on how human resource policy, business goals, top management involvement, talent pool development and Monitoring and Evaluation influence succession management in state corporations in Kenya. The study was undertaken in a time frame of three months.

1.7 Limitations of the Study

The challenges in the study included some respondents not filling or completing the questionnaires or outright misunderstanding of issues by respondents, inadequate responses to questionnaires and unexpected occurrences like people going on leave before completing the questionnaire. This was mitigated through aggressive follow ups and constant reminders to the respondents to the questionnaires.

The confidentiality policy in most organizations restricted most of the respondents from answering some of the questionnaires since it was considered to be against the organizations confidentiality policy to expose confidential matters. The researcher presented an introduction letter obtained from the university to the organizations management and this helped to avoid suspicion and enabled the respondents to disclose much of the information sought by the study.

1.8 Structure of the Study

The study comprised of five chapters. Chapter one covered the background of the study, statement of the problem, objectives of the study, research hypotheses, significance of the study, limitations, scope and structure of the study. Chapter two covered a review of literature and supporting theories/models and empirical studies on the study subject. The chapter further outlined the conceptual framework for the study. Chapter three focused on the research methodology that was employed to establish the constraints to succession management in state corporations in Kenya. This also entailed the research design and philosophy, target population and sample, data collection and analysis procedures used in the study. Chapter four was on data analysis and presentation of findings while chapter five gave conclusions on the study and recommendations including areas for further study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the literature review of the study. The purpose of literature review is to explore the existing and available information covered by different researchers on factors influencing succession management in state corporations. The literature was reviewed from reference books, journals, working papers, periodicals and reports. The section includes the Theoretical models, Theoretical Review, Conceptual Framework, Empirical review and the Research Gaps.

2.2 Theoretical Frame Work

Succession Management is an important process in Human Resource management through which employees who demonstrate talent are identified and nurtured with the aim of placing them at higher positions of responsibility (Armstrong, 2009). Such employees usually manifest a high sense of self-drive and passion in whatever they do. Succession Management serves as the framework within which employees who aspire to take up higher positions are facilitated to grow and attain their career dreams, if they so demonstrate capacity to grow to the next level (Rothwell, 2007). Motivation is a major factor in understanding human behavior or response to a situation and many motivational theories have been used to explain the phenomenon of stimuli and response.

The study sought to analyze the factors that influence Succession Planning in public sector organizations in Kenya and hinges on diverse theories and models that can explain the factors that influence succession planning in Kenya.

2.2.1 The Policy Governance Model

The study reviewed the Policy Governance Model in order to understand the role of human resource policy on succession management.

According to Carver (2003), the Policy Governance Model is a groundbreaking model of governance designed to empower boards of directors to fulfill 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).

2.2.2 Integrated Leadership Development and Succession Planning Process Model

The study also reviewed the Integrated Leadership Development and Succession Planning Process Model in order to understand the role of human resource policy on succession management.

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).

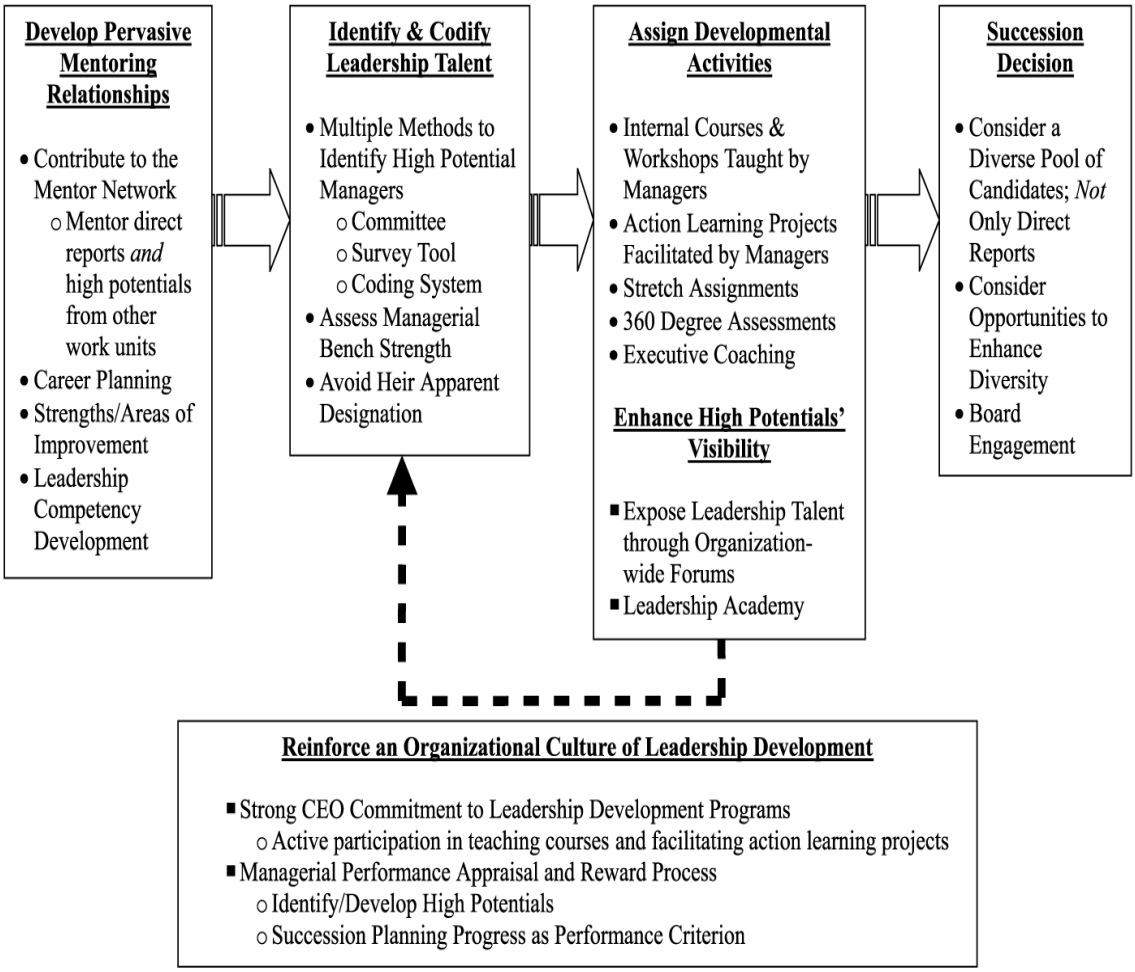


Figure 2.1: Integrated Leadership Development and Succession Planning Process Model. Source; Kevin (2007)

As shown in figure 2.1, starting with the upper left box, 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).

2.2.3 The Stakeholders Theory

The study also reviewed the Stakeholders Theory in order to understand the role of human resource policy on succession management.

The Stakeholders Theory borrows heavily from the literal meaning of a stakeholder who is “an individual or group of individuals who can affect or are affected by the achievement of the organization’s objectives”. Stakeholder theory underpins the philosophy of stakeholder expectations management as well as the business ethics and moral values that facilitate management of an organization to meet the needs of those who have a stake in the organization. The theory was originally detailed by R. Edward Freeman in the book *Strategic Management: A Stakeholder Approach*, (Andrew, 2006). It identifies and stratifies the groups which are stakeholders of a corporation, and both describes and recommends methods by which management can give due regard to the interests of those groups. In short, it attempts to address the "Principle of Who or What Really Counts. Unlike the Agency Theory in which the managers are working and serving the stakeholders, stakeholder theorists suggest that managers in organizations have a wider network of relationships to serve which include the owners of the business,

employees, suppliers and business customers. Similarly, the stakeholders approach also considers the availability of resources as a central in the fulfillment of stakeholders expectations. This will result in the firm's ability to build confidence among all critical stakeholders of an enterprise. According to the ABI Report on Board Effectiveness (2010), the board is hence seen as the place where stakeholder expectations and sometime conflicting interests are rationalized, and where the necessary alignment is created.

In a nutshell, the Stakeholder Theory argues on the importance of a firm paying special attention to the various stakeholder groups that include; owners of the business, employees, customers, suppliers and the local community. The representation of all stakeholder groups on boards is therefore necessary for effective corporate governance (Andrew & Samatha, 2006).

Due to deficiencies on how Boards can be effective since they are not directly involved with day to day running of an enterprise, the Stakeholders' Theory has not appealed much to policy makers and some corporate governance practitioners.

2.2.4 Business Goals Model

The study reviewed the Business Goals Model in order to understand the role of business goals on succession management.

The goal model seeks to explain and organize the goals of a business in a hierarchy of priorities. The goal model places an over-arching goal at the highest level in the hierarchy, which is referred to as the model's root and other attendant objectives emanate from it. More specific goals which support or further describe the root are organized below it. The lower in the hierarchy the goal appears, the more detailed it will be since it will reflect the finer details of what ought to be achieved (Alexander, 2007).

Under the model, goals may be organized in a variety of ways depending on the categorization scheme used. A typical categorization scheme organizes goals by target. For example, customer satisfaction goals may be grouped as are employee effectiveness goals, product quality goals etc. These categories are then arranged in a hierarchy from general to specific (Stuart, 2007). Goal models may be built to mirror a process model where the top level goals apply to a business process, and are then detailed based upon the component activities and sub-activities. Likewise, goal models may be built to mirror the organization structure where top level goals apply across the entire organization, and lower level goals are supported by the lower level organizational units within it (Alexander, 2007).

The goal model expresses the relationships between a system and its environment (i.e. not only on what the system is supposed to do and why). The understanding this gives in its context is useful because "systems are increasingly used to change business processes that do not support attainment of the broader strategic objectives (Stuart, 2007). Goal modeling can assist in the identification of areas of potential variance because non-attainment of one goal can significantly impact other goals (Alexander, 2007).

2.2.5 Guest's Model on Dimensions of HRM

The study also reviewed the Guest's Model on Dimensions of HRM in order to understand the role of business goals on succession management.

Guest's (2007) Model of HRM gives six Dimensions of Analysis i.e. Business Plan, Human Resource strategy, Human Resource practices, Human Behaviour outcomes, Performance outcomes and financial outcomes to explain effectiveness of people management in organizations. This includes key HR processes such as workforce planning and succession management. The model is simplistic in the sense that it is based on the assumption 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).

2.2.6 Top-down/Bottom-up Succession Planning Model

The study reviewed the Top-down/Bottom-up Succession Planning Model in order to understand the role of top management involvement on succession management.

This is a model of management that the study used to explain the factors that influence Succession Planning in organizations. According to Rothwell (2007), this model employs managerial experience and discretion to inform decisions on manpower planning. It looks at projections based on the current and expected future needs of the organization, as well as general feedback that may be solicited from limited cadres of employees. Under the Top-down approach, the process of Succession Planning involves; Management identifying key positions and determining the competencies required in persons to take on the key roles and making judgments based on institutional memory. Certain criteria for progression are determined as across-the-board requirements for development, for example, education levels, organizational cross training, participation in management training (Namhoon, 2009). Employees with potential are provided with the information developed by senior management.

2.2.7 Busgurus Succession Planning Model

The study also reviewed the Busgurus Succession Planning Model in order to understand the role of top management involvement on succession management.

Succession Planning identifies necessary competencies and works to assess, develop, and retain a talent pool of employees in order to ensure a continuity of leadership for all critical positions (Busgurus, 2011). According to Busgurus (2011), Succession Planning is a sequential process summarized as follows; *Step 1*; Identification of Key Positions; *Step 2*; Building of Job Profiles for each Key Position; *Step 3;* Competency Gap Analysis; *Step 4;* Identification of Development Opportunities; *Step 5;* Individual Development Plans; *Step 6*; Developing and maintaining a Skills Inventory. According to this model, each of these steps opens up to the next; and ideally should be sequential.

However, a gap in this model is that it may not always follow that one step of the process opens to the next.

2.2.8 The Talent Development Model

The study reviewed the Talent Development Model in order to understand the role of the talent development on succession management.

Talent development is a multi-dimensional, multi-staged, multi-party imperative all organizations face. Mark (2010) found out that seeing and connecting all the dynamic and ever-evolving component parts involved in addressing that imperative are aided by using the talent development model presented in figure 2.2

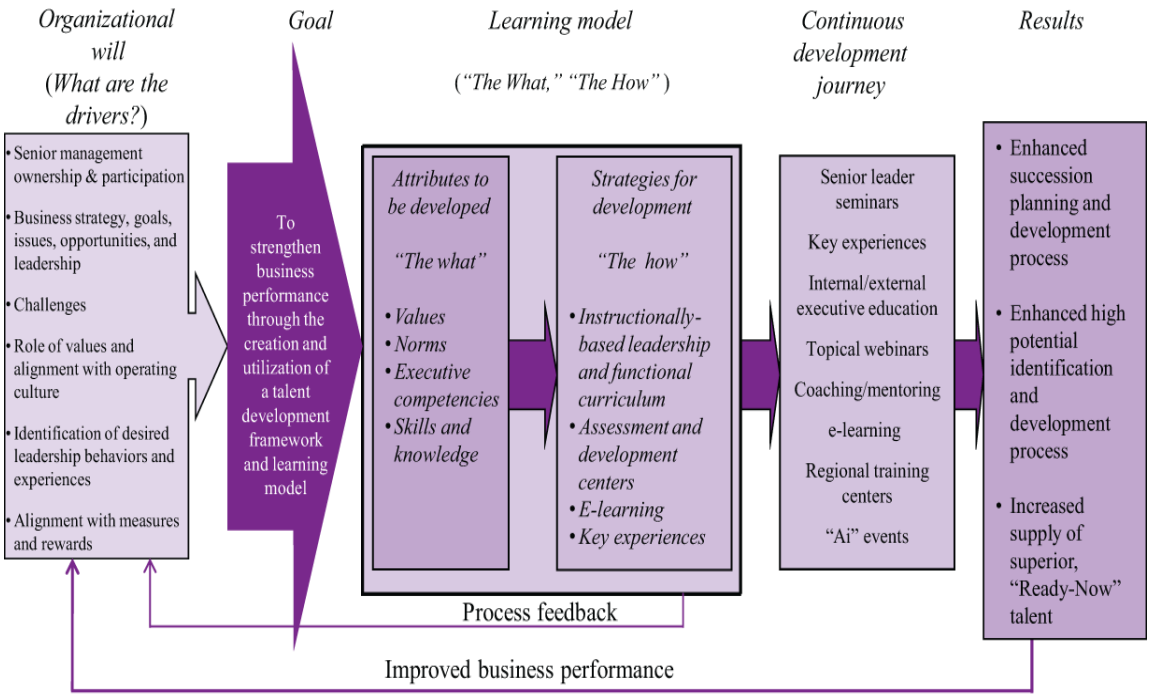


Figure 2.2: Talent Development Model, Source; Mark (2010).

The above model illustrates that there is a strong relationship between the key drivers of "organizational will" which are represented in top management vision, business strategy and the day to day HR processes of identifying and developing talent. This is supported by Mark (2010) who argued that the use of talent pool development model strengthens succession management which in turn leads to improved business performance.

2.2.9 The Learning Model

The study also reviewed the Learning Model in order to understand the role of the talent development on succession management.

The learning model, in the center part of the Talent Development Model, provides an explicit focus on two questions. The first is: "What are the specific capabilities, skills, attributes, and knowledge that the organizational population needs to have in order to meet the challenges and opportunities surfaced in fleshing out the 'organizational will'

context?" The second is: "How do we best design the learning opportunities for each targeted population needs?" These two queries propel organizations to an additional level of specificity (Swanson & Holton, 2008).

Attributes to be developed under the Learning Model

As noted earlier, the discussion on "organizational will" helps identify the over-arching leadership attributes needed for future success. Those attributes are typically identified in the form of company values, norms, competencies, ways of thinking and approaching markets, customers, employees, owners, regulators, and any other significant constituency. This represents "the What" of development. It is imperative to push for specificity by asking, "What specific attributes need to be developed in people in order for the organization to succeed today and tomorrow?"(Mark, 2010).

Strategies for Development under the Learning Model

There are two major methods for developing attributes, instruction-based and experience-based methods. Instruction-based methods include using such resources as in-house training; external executive education providers; and/or self-paced computer-aided instruction (George, 2010).

Experience-based methods include mentorships, executive coaches, and/or certain job assignments. Research shows that carefully planned job experiences are among the most powerful and effective means of developing critical leadership attributes. The use of key experiences should complement, not replace, instructional methods of development. Such experiences can be particularly critical in succession planning and in providing a proving ground for a high-potential manager before a long-term commitment is made to that individual (Mark, 2010).

2.2.10 Program Evaluation and Review Technique Model

The study reviewed the Program Evaluation and Review Technique Model in order to understand the role of monitoring and evaluation on succession management.

The Program Evaluation and Review Technique, commonly abbreviated PERT, is widely used in project management and designed to analyze tasks and resources needed to complete a given project (Lewis, 2008). Under PERT, the first step to scheduling the project is to determine the tasks that the project requires and the order in which they must be completed as well as resource requirements.

The order may be easy to record for some tasks (e.g. When building a house, the land must be graded before the foundation can be laid) while difficult for others (There are two areas that need to be graded, but there are only enough bulldozers to do one). Additionally, the time estimates usually reflect the normal, non-rushed time. Many times, the time required to execute the task can be reduced for an additional cost or a reduction in the quality (Dragan, 2007).

The model is applicable in Succession Management since effective Succession Management can be undertaken as a project, with clear objectives, time frames and resource requirements as well as a mechanism to track effectiveness.

2.2.11 Kaufman's Five Levels of Evaluation Model

The study also reviewed the Kaufman's Five Levels of Evaluation Model in order to understand the role of monitoring and evaluation on succession management.

Kaufman's Five Levels of Evaluation Model was developed after Donald Kirkpatrick's four level evaluation method by Roger Kaufman's. The model was designed to evaluate a program from the trainee's perspective and assess the possible impacts implementing a new training program may have on the client and society. Kaufman's model has

sometimes been referred to as "Kirkpatrick Plus" an extension of Kirkpatrick's Four Levels of Evaluation by adding Mega societal value as a fifth level (Kirkpatrick, 1998).

Kaufman's Five Levels of Evaluation is one such method used to develop both initial and on-the-job training programs. Modeled after University of Wisconsin Professor Donald Kirkpatrick's four level evaluation method, Roger Kaufman's theory applies five levels. It is designed to evaluate a program from the trainee's perspective and assess the possible impacts implementing a new training program may have on the client and society (Kirkpatrick, 1998).

Level 1- Input and Process

The first level of Kaufman's evaluation method is broken down into two parts. Level 1a is the "Enabling" evaluation, designed to evaluate the quality and availability of physical, financial and human resources. This is an input level. Level 1b, "Reaction," evaluates the efficiency and acceptability of the means, methods and processes of the proposed training program (Kirkpatrick, 1998).

Level 2 and 3 - Micro Levels

Levels 2 and 3 are classified as micro levels designed to evaluate individuals and small groups. Level 2, "Acquisition," evaluates the competency and mastery of the test group/individual in a classroom setting. Level 3, "Application," evaluates the success of the test group/individual's utilization of the training program. Test subjects are monitored to determine how much and how well they implement the knowledge they gained within the organization (Kirkpatrick, 1998).

Level 4 - Macro Level

"Organization Output" is level 4 in Kaufman's method of evaluation. This level is designed to evaluate the results of the contributions and payoffs of the organization as a

whole as a result of the proposed training program. Success is measured in terms the organizations overall performance and the return on investments (Kirkpatrick, 1998).

Level 5 - Mega Level

In the final level of Kaufman's method of evaluation, "Societal Outcomes," the contributions to and from the client and society as a whole are evaluated. Responsiveness, potential consequences and payoffs are gauged to determine the success of implementing the proposed training program to the wider societal outcomes (Kirkpatrick, 1998).

2.3 Conceptual Framework

A conceptual framework is a structure of concepts and /or theories which are put together to show the relationship of research variables (Mugenda & Mugenda, 2008). The conceptual framework is used to explain how the independent variables affect the dependent variable. In this study, the independent variables are; Human Resource policy, Business goals, top management involvement, talent pool development, and Monitoring and Evaluation. The study sought to understand how these Independent Variables determine the effectiveness of Succession management which is the Dependent Variable.

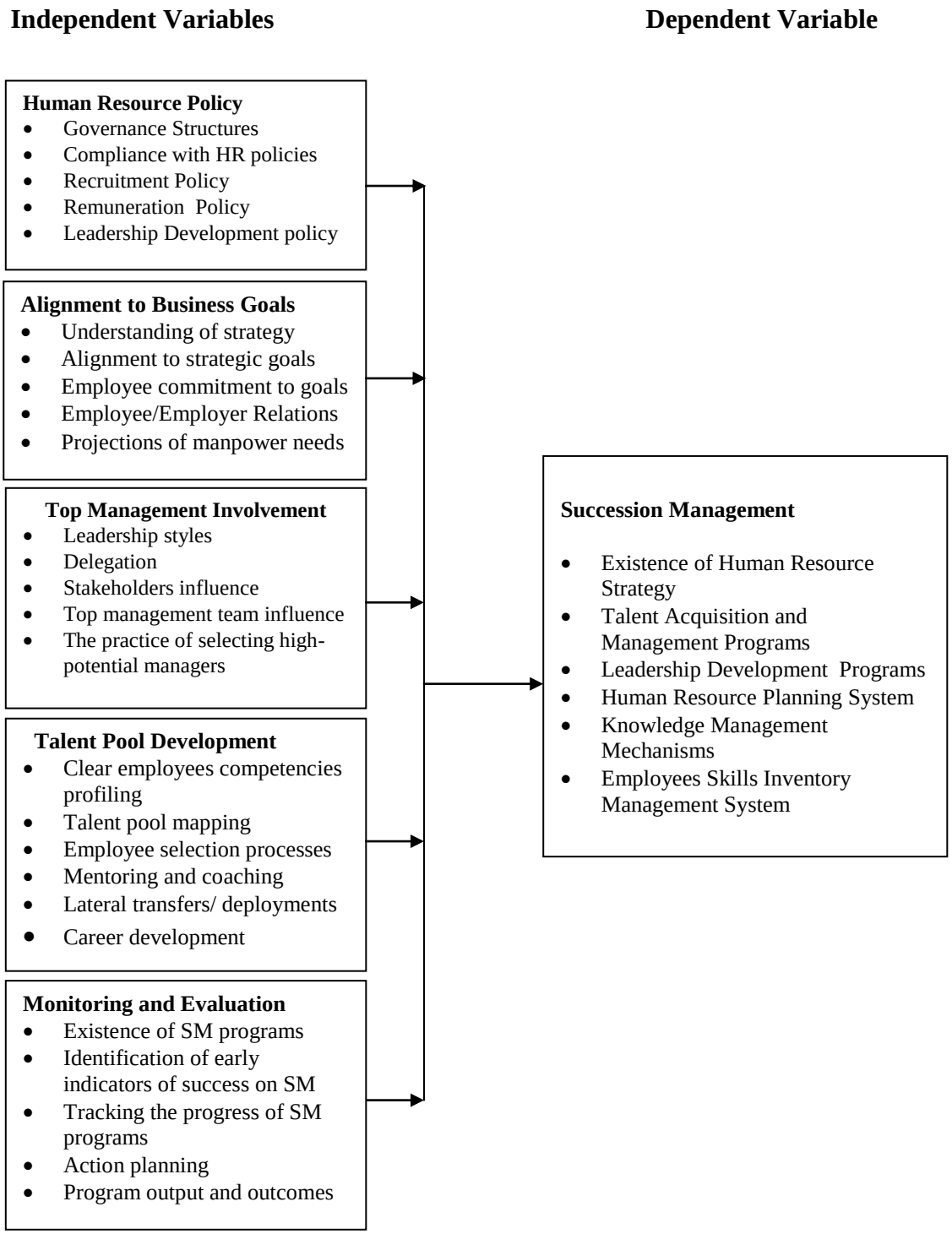


Figure 2.3 Conceptual framework

2.3.1 Human Resource Policy

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, 2007).

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, 2007).

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.

In the case of upper management personnel, the process may take up to several years to nurture the candidate and making sure that the appropriate succession plans are in place. Making timely decisions on recruitment and development is a strategic choice that will produce long-lasting results. Therefore, the management must properly forecast the demand and supply of human resource as part of the organization's business planning processes, all of which must be anchored on the a policy framework. Therefore, management must properly anchor forecasting the demand and supply of human resource in the organization's policy and broader business planning processes (Mills, 2005).

An appropriate Human Resource policy framework is essential for effective Succession Management in organizations. Human Resource policy refers to the formal rules and guidelines put in place by organizations concerning the hiring, training, assessment and reward of their employees. The purpose of creating and disseminating a formal human resource policy is to prevent misunderstandings between employees and employers about the rights and obligations in a workplace (Armstrong, 2009). 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. Formulation and application of ineffective human resource policies hinders recruitment of competitive staff and this negatively influences effective succession management practices in state corporations in Kenya. Based on this review, the following hypothesis was proposed:

$H_{1:}$ human resource policy framework significantly influences succession management in state corporations in Kenya……..Hypothesis 1

2.3.2 Business Goals

Business goals and objectives are part of the planning process for any organization. They describe what an organization expects to accomplish over a given period. The organization's management usually outline their goals and objectives in their business plans. These goals and objectives might pertain to the company as a whole, departments, employees, customers and even marketing efforts. Most companies use specific measurements to keep track of their goals and objectives (Geus, 2008).

Organizations use various goals and objectives to track and monitor if they are making progress. Once business owners reach certain goals, they typically strive for even loftier goals. Business owners must communicate their goals and objectives to the entire company so everyone can work in synch in achieving them (Bartram, 2005). Goals must be realistic, specific and measurable, according to the National Business Information Clearinghouse. Small business owners must also assign specific time frames for achieving their goals and objectives (Bartram, 2005).

Companies measure goals and objectives over certain time frames, using certain variables to report progress. Businesses might measure sales and profit goals and objectives each week, month, quarter or end of year. Some operators, such as restaurant managers, might need to track sales on a daily or even hourly basis, to determine the number of restaurant workers needed, or when to send people home to keep labor costs in line (Lepak, 2008). Company owners might expect certain percentage-point increases from year-to-year when establishing sales goals and objectives. Customer counts are also typically measured in numbers. And companies measure the number of trained sales reps as a percentage of the entire sales workforce (Gardner, 2008).

A common business goal is to run a profitable operation, which typically means increasing revenue while controlling expenses. Revenue objectives could consist of increasing annual sales by a percentage or landing new accounts each month. Expense

objectives could involve finding a new operating facility that decreases in a month or cutting monthly utility bills by a percentage (Lean, 2009). Examples of customer service goals are to develop a perception that your company is easy to do business with or to improve your response time to customer complaints. Objectives to help meet these goals could be increasing your customer service staff from one to three workers by the end of the year or implementing a policy where customers are guaranteed to receive a return phone call before the end of a business day (Sally, 2012).

If organization has experienced a problem with employee turnover, the overall goal could be to improve retention. To achieve this goal, organization objective might be to develop and implement a training program that details new-hire activities for the first 90 days on the job (Dormann, 2007). In essence, business units are the dynamic force that enables organization to obtain its objectives (Sally, 2012). According to Baruch (2009) alignment of organization business goals and objectives are important to organizations, as they clarify the purpose of the business and help to identify succession management actions.

Business goals are important in any organization as they define the strategic direction for the organization and Succession Planning must be aligned to the business goals (Alexander, 2007). A goal is a general statement of achievement while an objective is a specific step or action to be taken to reach the goal (Baruch, 2009). Business Goals and objectives are important to organizations, as they clarify the purpose of the business and help identify necessary actions to be taken (Baruch, 2009). The nature of organization goals greatly determines how the organization undertakes succession management since lack of strategic business goals hinders application of effective succession management practices in any enterprise. Thus, this review results into the proposition of the following hypothesis:

$H_{1:}$ business goals significantly influence succession management in state corporations in Kenya ……..Hypothesis 2

2.3.3 Top Management Involvement

Management is the organization of resources to achieve results. It is the act of getting things done, simply through people, to achieve desired goals and objectives. Implementation of any successful strategy in an organization depends upon how much the Top Management is committed and involved in the success of organization. And this role would be evident throughout the implementation process. Management is a continual process of planning, organizing, leading and controlling an organization (Sally, 2012).

All the employees that constitute top management should exhibit such enduring characteristics that demonstrate their commitment towards achieving the vision of the organization (Lepak, 2008). Managers are the people that supervise the human resources to achieve the organizational goals and so the managers need to be opinion leaders themselves to motivate their employees in the right direction. Managers should perform maverick leadership that creates cohesiveness among employees rather than slotting in all the employees and fixing tasks that bind them to work only. They should encourage employees to be creative and generate ideas that mostly managers do not do. These personal traits can be exemplified further on how they plan, organize, lead and control the organization (Cascio, 2007).

Objectives are the goals that management wants to achieve and planning is the process to accomplish them. It is a road map for organizational continual learning and improvement. Planning should be realistic based on a framework within which a new strategy will be implemented. But it is evident that Top Management usually considers planning as an end in itself not as the integral part of managing necessary tasks. Typically, Top management assigns the planning function to a planning department yet it plays a vital role in unlocking the hidden opportunities that the organization can take advantage of (Carson, 2008).

Controlling is one of the foremost managerial functions like planning and organizing but it is continuous, and can be entrenched at any of hierarchy. It is very important for the Top Management to check errors, own mistakes and then take corrective action so that deviation from standards should be visualized clearly and declared purposes will be attained in a preferred mode. These are the hallmarks that should be bookmarked by top management to review its performance in organization and re-train the managers if their skills are deemed inappropriate (Lepak, 2008). According to Rothwell (2007) the level of top management support determine how Succession Management is carried out in the organization.

Top management involvement is the level of engagement and participation demonstrated by senior management in implementation of succession management. The level of top management involvement in the execution of succession management determines the level of success achieved in determining critical roles within the company; identifying and assessing possible successors, and providing them with the appropriate skills and experience for present and future roles (Tracy, 2009). The level of top management involvement is hence a key factor in the execution of succession management and hence the following hypothesis was proposed:

$H_{1:}$ top management involvement significantly influences succession management in state corporations……..Hypothesis 3

2.3.4 Talent Pool Development

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, 2007).

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, 2007). According to Lepak (2008) 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, 2008). It is a comprehensive system incorporating talent pool mapping, selection, recruitment, mentoring, lateral transfers and individual career development (DeCorte, 2008). 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, 2008).

Every organization must consider re-engineering and re-structuring the resource pool periodically (Gan, 2007). 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;

The organization is not staffed rightly; The communication channels are not working properly; The technological upgrades occur frequently; They experience employee living unexpectedly; The productivity goes down and the employee self-esteem goes low. Restructuring helps to maximize talent and improve employee morale, productivity and in turn boost the organizational effectiveness.

Getting the most out of employees is believed to be most critical ingredient for organizational growth. Many global companies find it difficult to achieve organizational goals because they lack in talent management strategies (Dormann, 2007). They focus at squeezing out from employees instead of investing and making their talents to grow. To succeed in talent growth, organizations need to; Identify people with critical skills and competencies; Assign right roles and responsibilities; Find out their aspirations and motivating them to realizing them and Implement robust management practices to make employees aware of their talent and effectiveness individuals to use including suitable information technology. Managers must learn to search for the key talents. They should develop skills to create growth opportunities for their teams; Automating the processes to help managers and supervisors to interact with their subordinates. (Dormann, 2007).

Talent pipeline development is one of the best management strategies to help in proactively safeguarding the organization from talent hemorrhage. Talent pipeline development comprises of the following activities. Recruitment: Hiring people whose personalities reflect the organizational values. Recruiters must check for the candidate's knowledge on the company values, ethics, cultural fitness and other global business information. Using social media is helpful in assessing a candidate's personality.

Training and Development: Identifying the key resources that need training of the leadership skills in global perspective. Implement a 360-degree assessment for incessant training requirements and succession plans. Retention: Track the attrition rates continuously; Find out the reasons why employees leave the organization; offering

competitive packages, career growth plans, and work-life balance are the key programs to help retain employees (Dormann, 2007).

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. Some people take time to grasp the organizational requirements, especially in the beginning of their career. In such scenario, the productivity in certain roles may be low. This situation can be avoided by optimizing the deployment processes like training a resource in bench or developing back-up plans in advance (DeCorte, 2008).

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 state corporations lack effective talent pool development systems and this greatly affects effective execution of succession management. Hence, this review resulted into the proposition of the following hypothesis:

$H_{1:}$ talent pool development significantly influences succession management in state corporations in Kenya …….…….....Hypothesis 4

2.3.5 Monitoring and Evaluation

Monitoring is the regular observation and recording of activities taking place in a project, program or organization. It is a process of routinely gathering information on all aspects of the project or program. To monitor is to check on how project activities are progressing. It is observation; systematic and purposeful observation. Monitoring also involves giving feedback about the progress of the project to the stakeholders of the project. Reporting enables use of the gathered information for making decisions to improve performance. Monitoring is very important in project planning and implementation (Boxall, 2008).

A monitoring system can be defined as an observation system for the project managers to verify whether the project activities are happening according to plan and whether the means are being used in a correct and efficient manner. The system must supply the project management with a continuous flow of information throughout the course of the project to make it possible to take the right decisions. Monitoring is limited to the relation between the implementation of the activities and the results, in which the results are directly and only determined by the project activities (Byham, 2009).

The evaluation tries to describe the changes in life and wellbeing of the final users. In the best case one tries to compare the situation ex-ante and ex-post and analyze the positive or/and negative evolutions. Often an evaluation contributes to the decision to stop certain activities or to add others. In the evaluation process, external factors that can interfere with the internal programs and activities are also taken into account (Goodstein, 2007).

Monitoring and Evaluation can be defined as a continuing function that aims primarily to provide the management and main stakeholders of an organization with early indications of progress, or lack thereof, in the achievement of results (Mark, 2010). Monitoring helps organizations track achievements by a regular collection of information to assist

timely decision making, ensure accountability, and provide the basis for improvement. Evaluation is the systematic and objective assessment of an on-going or completed program and its design, implementation and results (Mark, 2010).

The aim is to determine alignment in the fulfillment of organizational objectives. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision making process (George, 2010). According to Bartram (2005), monitoring and evaluation of succession management programs helps in providing credible information that is useful in detecting the weaknesses of succession management programs

Monitoring and evaluation are important management tools for tracking the progress of succession management programs and facilitate decision making and proper interventions to ensure that the process of implementing succession management programs is in the right course. Absence of effective monitoring and evaluation systems hinders effective execution of succession management in state corporations. Thus, this review resulted into the proposition of the following hypothesis:

$H_{1:}$ Monitoring and Evaluation significantly influences succession management in state corporations in Kenya.……..……..……Hypothesis 5

2.4 Empirical Review

Different scholars have studied succession planning processes and how they influence organizational success. However, many of these studies have not evaluated the linkage of succession management and the broader corporate planning processes. According to Ivancevich (2007), Succession planning follows a sequence; Integration of succession planning with corporate strategy, workforce planning and organizational and employees' development and evaluating effectiveness. In his studies, Ivancevich (2007) noted that Succession planning confers many benefits to an organization and that strategic Succession Planning leads to informed, purposeful and focused action plans on human

resources management. By articulating a clear common vision, a Strategic Plan provides direction and the basis upon which important HR decisions are made, including on Succession Planning.

According to Gupta (2008), the major steps involved in Succession planning are; Analysis of organizational strategic plans and putting in place Succession planning programs. According to Gomez-Mejka *et al* (2005), Succession planning is an important process that ensures that an organization has pipeline talent. They argue that contemporary Succession planning occurs within the broad context of organizational strategic planning. Since the major objective of Succession Planning is facilitating an organization's effectiveness, it must be integrated with the organization's business objectives and plans (Sears, 2007).

A survey of employee attitudes toward career development and perceptions of succession management at the Nevada Operations Office of the Department of Energy in the USA showed many employees believed that succession management could provide them with opportunities for career and leadership development and that the employees perceived a need for leadership assessments for promotions (Tracy, 2009). However, this acceptance was contingent upon establishment of a strong link between succession management and leadership/career development through clearly defined guidelines and models for leadership assessment and development. Tracy (2009) concluded that succession management should emphasize on employee self-improvement by promoting cross-functional and cross-sector job assignments, executive coaching and mentoring.

In Australia, a research that was done on succession management reported limited use of succession planning. A 1990 study among HR managers who were members of the Institute of Personnel Management of Australia found that succession /replacement planning was the 9th most used career development practice yet only 2.95 percent of respondents indicated their organization intended to progressively implement succession planning (Tracey, 2009).

There are many opinions on the benefits of formal and strategic succession management programs articulated in professional journals and reports of human resource management consulting firms. Many of the latter are involved in the development of organization specific succession management programs (Conger, 2008). Broadly, the claimed benefits of succession management are that they facilitate effective workforce planning whereby the right people are identified for the right place to achieve business outcomes. At the heart of succession management is the identification and development of candidates with skills, knowledge and capabilities to fill critical roles in the organization (Dodd, 2007).

According to Gomez-Mejka *et al* (2005), strategic succession planning enables firms to specify managerial competencies and performance standards, identifying outstanding candidates for senior management posts, and satisfying the aspirations of employees for career advancement. Through the planning process, succession plans guide actions to enhance the quality of the leadership talent pool relative to business requirements. It is believed that succession planning can build an organization's competitive advantage through the development of their leadership talent.

Tracy (2009) study on succession management in UK organizations found out that leadership styles**,** stakeholders influence**,** top management team influence on the choice of candidates and the practice of selecting high-potential managers on the basis of their past performance are the key aspects of top management involvement in the organization. A study by Armstrong (2009) found out that organization human resource policy framework plays an important role in guiding how future organization leaders are recruited in many USA firms. The study concluded that human resource policies thus help in guiding organization human resource development practices and this determines the effectiveness of succession management practices.

Kevin (2007) study on succession management revealed that existence of human resource strategy**,** talent acquisition and management programs**,** leadership development

programs and human resource planning system are key factors that determine effectiveness of succession management in organizations. Wiblen (2010) study noted that application of various knowledge management mechanisms and employees skills inventory management system leads to succession management in organizations.

Findings from a study by Steve (2012) found out that organizations with clear employees' competencies profiling, talent pool mapping system, accurate predictions on a new hire's on-the-job performance, mentoring and coaching employees and providing career development plans are more impactive in their succession management processes. Further, a study by Britt (2009) found out that existence of succession management programs**,** identification of early indicators of success on succession management and tracking the progress of succession management programs are key in facilitating effective monitoring and evaluation and thus supporting effective succession management in organizations.

A study by Geus (2008) identified that business goals in many organizations in Australia are realized when there is a clear understanding of the organization's business strategy by its top management staff, where managers are able to align business goals with organization strategy and employees are committed to supporting the achievement of the broader corporate goals. Lepak (2008) found out that employee/employer relationships and accurate projections based on the manpower needs of the organization play a major role in supporting implementation of secession management in the organization.

Fulmer (2009) suggested that implementing succession management programs in organizations can lower turnover rates, improve staff morale, and provide a pool of highly qualified employees who can be elevated to next level key positions. In addition, the outcomes of effective human resource management may differ not only between firms that adopt and those that do not adopt succession management programs. Formal succession planning programs can make the identification of high-potential employees and replacement candidates a more egalitarian procedure. Cannella (2007) conducted a

survey and concluded that succession planning helps organizations with internal resourcing capabilities; reduces attrition of high-fliers; allows for pointed coaching and mentoring of candidates well in advance for senior appointments".

A study by Boxall (2008) found that many firms carry out succession planning with varying degree of sophistication which in a way may determine the level of effectiveness in succession management. When classifying such plans by level of sophistication, Sally (2012) suggests that firms could minimize the impact of exit of talented top managers by implementing optimal succession plans. He further argued that by adopting a comprehensive, well-designed succession plan, a firm could strengthen its human-resource base and more effectively tap the full potential of its talented human resources. Findings from a study by Arthur (2009) found out that top management involvement greatly influences implementation of Succession Management in organizations in many Australian firms. However, the level of top management remains as a challenge that affects implementation of succession management in organisations.

Eastman (2007) found that the way firms manage their succession programs determines their level of either high or low-performance. He further suggested that involvement of Chief Executive Officers (CEOs), and other senior managers particularly line managers, helps in building accountable succession management systems, and thus generating credible succession plans. Provision of executive coaching and an effective flow of information between the HR department and the line divisions of the firm are critical to the success of succession management. These findings imply a positive relationship between the degree of elaborate succession planning and organizational performance. However, most of these studies do not adequately address the constraints to succession management in organizations. Therefore, the research objective of this study was to investigate the extent to which succession management is aligned to business planning processes and the attendant mechanisms for talent acquisition and development as inferred by (Tracy, 2009).

A study by Tung-Chun (2005) suggested that in Australia, there is little difference in organizational performance between firms that have adopted active succession management and those that have not. However, for those organizations that embrace succession planning, there is a significant relationship between the level of sophistication with which succession plans are carried out and HR outcomes. The implication here was that by merely adopting succession planning, a firm would not automatically improve its HR performance; but must deliberately align such plans to the broader corporate plans (Tracy, 2009).

When asked whether they had established a succession plan, 108 of 166 firms sampled, or approximately 65 per cent, responded in the affirmative. 12 firms, approximately 7.0 per cent of the total number surveyed, had no succession plan at present but indicated that they would adopt one within five years (Tracy, 2009). This provides a sharp contrast with the USA, where 93 per cent of the firms interviewed had already adopted a formal succession plan (Fulman, 2005). The comparison also suggests that succession planning had not been mainstreamed as extensively among business firms in Taiwan as it had in Western society, where it is considered essential for managerial continuity and the enhancement of organizational effectiveness (Tung-Chun, 2005).

Abdulwaheed (2013), in his study on "Continuity and Challenges of Succession in Nigeria: What Happens When the CEO Leaves?" asserted that most organizations in Nigeria will head to leadership transition crisis unless effective succession planning is integrated into organizational culture. The study examined the challenges associated with implementation of succession management and identified lack of adequate preparations of managers as one of them. The study further reviewed the strategies for developing and implementing leadership succession plans and revealed that most Nigerian organizations were not engaged in leadership succession planning. The research also revealed other issues such as culture and political complications that are entrenched in most Nigerian organizations, especially those in the public sector that influenced succession management. This is corroborated by the findings by Sears (2007) that proper preparation of managers is key to effective succession management.

2.4.1 Succession Planning in Kenya

In Kenya, efforts towards systematic Succession Planning have been made under the Directorate of Human Resource Development in the Ministry of Labor which coordinates all matters of manpower planning and development. The Directorate influenced design of a policy on Human Resource Development which is an integral component of Succession Planning (GOK, 2010).

However, it is noted that in the past, the public service paid little attention to succession planning yet this is an integral component of human resource management. As part of the reform initiatives undertaken by the Government, Succession planning has been prioritized as a fundamental component of human resource management. However, this requires a clear policy position and elaborate capacity building programs to equip the public servants with the right skills in order to improve their capabilities and by extension that of the public service (GOK, 2010).

2.5 Critique of Empirical Literature

The empirical review gave an account of past studies and theoretical explanations on factors that can influence succession management in organizations. However, the empirical studies did not delve deeper to expound on the key constraints to succession management in state corporations in Kenya. This hence points that there could be limited understanding on how ssuccession management is carried out in public sector organizations and how this influences realization of strategic goals in those organizations.

The critical dimensions of succession management were not elaborated in the empirical literature and this makes the explored literature to be of little significance towards guiding on effective implementation of succession management in state corporations in Kenya. While ssuccession management is a valuable tool used by firms to attract, develop and retain talented employees hence facilitates achievement of organizational

mandates, the past studies have not well articulated the critical factors for succession management, including how they can be monitored for their effectiveness. Succession management is essential to the success and long-term development of organizations. However, to establish the key factors that influence succession management in state corporations in Kenya requires a research effort far exceeding the scope and capacity of the studies in the empirical literature reviewed. This study therefore sought to bridge an information gap by reviewing and establishing the constraints to succession management in state corporations in Kenya.

2.6 Research Gap

The existing body of empirical studies on succession management is not sufficient in explaining the constraints to succession management in organizations particularly those in the public sector in developing countries. Instead, the studies concentrated on the developed countries and examined mainly the wider subjects of succession planning and not specifically relating to how it can be aligned to broader corporate planning processes.

Despite the importance of succession management in enhancing organizational productivity and continuity, there is inadequate empirical evidence and rigorous academic research that explains the constraints to succession management in public sector organizations particularly in the Kenyan state corporations. This leaves a major knowledge gap on the constraints to succession management in state corporations in Kenya that needs to be filled.

The literature review revealed that different scholars have come up with different arguments on the importance of succession management in organizations and indeed on how succession management is to be undertaken in organizations. The theoretical studies allude to as many dimensions and ways of mainstreaming succession planning into organizational planning but none ascribes to a singular scientific approach of

undertaking succession planning in an organization; more so those in the public sector. The review sought to narrow these information gaps and hence make succession management more effective in the broader context of organizational planning.

To broaden the knowledge base about succession management beyond its theoretical and empirical focus, this study aimed at gathering data on constraints to succession planning and the critical factors that underpin effective succession management in Kenyan state corporations. The aim of the research was therefore to develop a deeper understanding of succession management within the Kenyan public sector, and to make a contribution to the body of knowledge on succession management, more so from a local perspective.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodological approaches for the study and it comprises of the research design, study population, sample and sampling techniques, data collection, data collection procedure and data analysis methods.

3.2 Research Design

Research design is the conceptual structure within which research is conducted (Orodho, 2010). According to Green and Tull (2009), a research design is the specification of methods and procedures for acquiring the information needed. It' is the over-all operational pattern or framework of the project that stipulates what information is to be collected from which source and by what procedures. Research design is important as it prepares a proper framework within which the research work is actually carried out.

The study adopted a descriptive research design using cross-sectional approach that entailed the collection of data from one or more than one case and at a single point in time in order to collect body of qualitative and quantifiable data in connection with two or more variables which are then examined to determine pattern of association (Allan & Bell, 2007). The study applied a descriptive research design since the study intended to gather quantitative and qualitative data that describes the nature and characteristics of constraints to succession management in state corporations in Kenya. According to Sekeran (2006), descriptive research design is type of design used to obtain information concerning the current status of the phenomena to describe "what exists" with respect to variables or conditions in a situation. The study considered this design appropriate since it facilitated gathering of reliable and accurate data on constraints to effective succession management in state corporations in Kenya.

3.2.1 Research Philosophy

The philosophy underpinning the research methodology was pragmatism, which is the foundation of mixed method research. Teddlie and Tashakkori (2003) identified a close link between pragmatism and the use of mixed methods in the social and behavioral sciences. Mixed methods studies involve the collection or analysis of both quantitative and/or qualitative data in a single study in which the data is collected concurrently or sequentially and involve the integration of the data at one or more stages in the process of research (Creswell *et al*, 2009).

In a mixed method study, the researcher bases knowledge claims on pragmatic grounds and employs strategies of inquiry that involve collecting data either simultaneously or sequentially to best understand the research problem (Creswell, 2009). Pragmatism places the research problem as a central and applies all approaches to understanding the "what" and "how" of the research problem (Creswell, 2009).

This study sought to review and establish the constraints to succession management in state corporations in Kenya, thus a pragmatic approach was justifiable.

3.3 Target Population

Target population is the entire set of units for which the study data are to be used to make inferences. Thus, the target population defines those units for which the findings of the study are meant to generalize (Dempsey, 2003). According to the Inspectorate of State Corporations- Performance Contracting Evaluation Report (2012), there are 162 state corporations in Kenya. The study population thus comprised of a total of 162 top level Human Resource Managers in the state corporations since they play a key role in execution of succession management practices in organizations. The sampling frame was the Inspector of State Corporations list (GOK, 2012) comprising the listing of the 162 state corporations in Kenya.

3.4 Sample and Sampling Technique

The study adopted a census design to select all the 162 HR managers in the 162 state corporations. The census approach was justified since according to Kothari, (2006), data gathered using census contributes towards gathering of unbiased data representing all individuals' opinions in the study population on a study problem. This therefore ruled out application of specific sample size and sampling design. Census is preferred since execution of succession management is a technical HRM activity carried out by human resource managers and thus the 162 top level Human Resource Managers would have adequate technical understanding on factors influencing effective succession management in their respective organizations and thus could therefore give informed data on the factors influencing effective succession management in state corporations in Kenya. The census approach was also justified since according to Graham (2005) results obtained from a census are likely to be more representative, accurate and reliable than results obtained from a population sample. Census provides a true measure of the population since there is no sampling error and more detailed information about the study problem within the population is likely to be gathered (Bell, 2007).

3.5 Data Collection Method

Data collection instrument is the device used to collect data in an objective and a systematic manner for the purpose of the research. Data collection instruments can be questionnaires, interviews, schedules and available records. Questionnaires are a paper and a pencil data collection instruments filled in by respondents for the purpose of the research study (Morris, 2005). The main data collection instruments used to collect data included questionnaires containing open ended and closed ended questions with the quantitative section of the instrument utilizing both a nominal and a Likert-type scale format. The Likert-type format was selected because according to Kiess and Bloomquist (2009), this format yields equal-interval data, a fact that allows for the use of more powerful statistical statistics to test research variables. Questionnaires are preferred

because according to Dempsey (2003) they are effective data collection instruments that allow respondents to give much of their opinions pertaining to the researched problem. According to Kothari (2006) the information obtained from questionnaires is free from bias and researchers influence and thus accurate and valid data was gathered. Interview schedules were also used. The questions addressed by the questionnaires and interview guide sought to identify the factors influencing effective succession management in state corporations in Kenya.

The study collected both primary and secondary data for this study. Primary data was collected at source while secondary data was collected from published reference materials such as reports and journals. The questionnaires were self- administered. According to Cooper and Schindler (2003), self-administered questionnaires are advantageous in that they cost less than personal interviews and also enables the researcher to contact participants who might otherwise be inaccessible. Questionnaires were delivered to the respondents and collected them at a later agreed date. This was ideal to administer the questionnaire to the respondents who have busy schedules and therefore allow them appropriate time to peruse and answer the questionnaire keenly.

3.6 Pilot Study

The study conducted a pilot study to test the reliability and validity of the questionnaires, a pilot test is necessary for testing the reliability and validity of data collection instruments (Sekaran, 2006). The questionnaire was pilot tested on 16 respondents drawn from the state corporations that was part of the target population but not in the sample. This represents 10% of the accessible population (sample size) that is generally recommended by the social researchers, according to Mugenda and Mugenda (2008).

3.6.1 Validity of Data Collection Instruments

Validity refers to the extent to which an instrument measures what it is supposed to measure, data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Joppe, 2007). The content of validity of the data collection instruments was determined through discussing the stated questions in the instruments with the supervisor and the human resource managers in various organizations. The employees were expected to tick the items in the questionnaires help in establishing factors influencing effective succession management practices in state corporations in Kenya. The content of the responses given by the human resource managers were checked against the study objectives. Evidence of content relevance, representativeness and relevance to the research variables indicates that the research instruments are valid (Joppe, 2007). The coefficient of the data gathered from the pilot study was computed with assistance of Statistical Package for Social Sciences (SPSS). A coefficient of above 0.5 indicated that the data collection instruments are valid (Zinbarg, 2005). The recommendations from the supervisors and the pilot study respondents were used to improve on data collection instruments.

3.6.2 Reliability of Data

Reliability refers to the consistence, stability, or dependability of the data. Whenever an investigator measures a variable, he or she wants to be sure that the measurement provides dependable and consistent results (Cooper & Schindler, 2003). A reliable measurement is one that if repeated a second time gives the same results as it did the first time. If the results are different, then the measurement is unreliable (Mugenda, 2008). To measure the reliability of the data collection instruments an internal consistency technique using Cronbach's alpha was applied (Mugenda, 2008). Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalizability (Zinbarg, 2005). An alpha coefficient of 0.75 or higher indicated that the gathered data is reliable as it has a relatively high internal consistency and can be

generalized to reflect opinions of all respondents in the target population (Zinbarg, 2005). On data management, reliability analysis was used to reduce data for easier management and meaning derivation. Factor analysis was therefore conducted and those variables found to have a factor loading of 0.4 and above were retained for further analysis. Factor analysis therefore aided the study with the only items that corresponded to the subject dependent on their factor loadings.

3.7 Data Analysis and Presentation

Descriptive statistics data analysis method was applied to analyze both quantitative and qualitative data. Data obtained from the questionnaires was processed through editing and coding and then entering the data into a computer for analysis using descriptive statistics with the help of Statistical Package for Social Sciences (SPSS) Version 23, which offers extensive data handling capabilities and numerous statistical analysis procedures that analyses small to very large data statistics (Bell, 2007). Descriptive statistics was used to compute measures of central tendencies and measures of variability (Yin, 2009), Descriptive analyses are important since they provide the foundation upon which correlational and experimental studies emerge; they also provide clues regarding the issues that should be focused on leading to further studies (Mugenda & Mugenda, 2008).

The study applied inferential statistics by conducting correlation analysis and regression analysis to determine the relationship between the research variables. Multiple regression analysis was also applied to show the relationship between the research variables and other statistical tools such as t-test were used for testing of significance of individual coefficients, F-test for joint significance of all coefficients, and R-squared to show the explanatory power of the model.

The multiple regression model was of the form:

$$Y= B_0+B_1X_1+B_2X_2+B_3X_3+B_4X_4+ B_5X_5+\varepsilon$$

Y= Effective succession management

X1= Human resource policy

X2= Business goals

X3= Top management involvement

X4= Talent pool development

X5= Monitoring and evaluation

α_0 = constant of regression

ἑ. = error term

Qualitative data drawn from open-ended question in the questionnaire and interview guide was analyzed through summarising the set of observations drawn from the respondents. Common set of observation was assigned numerical value and entered into the SPSS computer system. The analyzed findings were then presented the form of frequency tables, pie charts and bar charts.

3.8 Operationalization / Measurement of Variables

The study operationalized the research variables using a Likert/ordinal scale of (1= Not at all, 2 = Small extent, 3 = Moderate extent, 4 = Large extent, 5 = Very large extent). Research questions were developed using the Likert/ordinal scale format in order to establish the constraints to effective succession management in state corporations in Kenya.

The study operationalized the research variables as follows:-

Table 3.1: Operationalization/Measurement of Variables

Variable	Indicator	Scale	Instrument
1) Human Resource Policy	a) Governance Structures b) Compliance with HR policies c) Recruitment Policy d) Remuneration Policy e) Leadership Development policy	5 Point Likert Scale	Questionnaires and Interviews
2) Business Goals	a) Alignment to strategic goals b) Employee commitment to goals c) Employee/Employer Relationship d) Accurate projections based on the manpower needs of the organization	5 Point Likert Scale	Questionnaires
3) Top Management Involvement	a) Leadership styles b) Delegation c) Stakeholders influence d) Top management team influence on the choice of candidates e) Selecting high-potential managers on basis of past performance	5 Point Likert Scale	Questionnaires and Interviews
4) Talent Pool Development	a) Clear employees competencies profiling b) Talent pool mapping c) Employee selection processes d) Accurate predictions on a new hire's on-the-job performance e) Mentoring and coaching f) Lateral transfers and deployments g) Career development	5 Point Likert Scale	Questionnaires and Interviews
5) Monitoring and Evaluation	a) Existence of Succession Management programs b) Identification of early indicators of success on SM c) Tracking the progress of SM programs d) Action planning e) Program output and outcomes	5 Point Likert Scale	Questionnaires and Interviews

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter describes the processes, techniques and procedures applied to analyze, present and interpret data gathered using the questionnaires. The chapter describes factor analysis, descriptive statistics, correlation analysis and regression analysis of data gathered on constraints to succession management in state corporations in Kenya.

4.2 Response Rate

To establish the actual number of the respondents who submitted back the questionnaires for data analysis, analysis of the response rate was conducted as shown in Table 4.1. The table 4.1 presents that the response rate was from 86 respondents which was 53% of the total sample size and the non-response was 47 respondents which was 47%. The response rate was computed as follows:

$$\frac{86}{162} * 100 = 53\%$$

The response of 53% was considered acceptable since it facilitated towards gathering sufficient data that could be generalized to make conclusions on the respondent's opinions on constraints to effective succession management in state corporations in Kenya. According to Graham (2005) a response rate above 50% of the total sample size contributes towards gathering of sufficient data that could be generalized to represent the opinions of respondents in the target population on the study problem.

Table 4.1: Response Rate

Response rate	Frequency	Percentage
Response	86	53%
Non Response	50	47%
Total	162	100%

4.3 Results of Pilot Study

The study conducted a pilot study to test the reliability and validity of the data collection instruments. A pilot test is necessary for testing the reliability and validity of data collection instruments in order to help in detecting the weakness in design of data collection instruments. This helps in correcting the weakness in design and instrumentation and accurate data collection in the actual study (Sekaran, 2006). According to Yin (2009), a 10% of the target population is appropriate for determining the validity and reliability of the data collection instruments. The pilot study therefore constituted 16 top level human resource managers in state corporations which was within the recommended size.

The validity of the instrument was tested using construct validity method. Validity refers to the extent to which an instrument measures what is supposed to measure data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Joppe, 2007). According to Zinbarg (2005) Cronbach's alpha coefficient of above 0.70 or higher indicates that the gathered data is reliable as it has a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population on the problem sought by the study. The human resource managers were selected randomly from various state corporations and questionnaires were administered to them. The data collected from the pilot study was analyzed using Cronbach's alpha coefficient of reliability.

From the results in table 4.2, the data collection instrument was acceptable since all the variables had a Cronbach's alpha coefficient of above 0.70. The Cronbach's alpha coefficient ranged from 0.990 to 0.974 revealing a very high degree of reliability. According to Zinbarg (2005) Cronbach's alpha coefficient of above 0.70 or higher indicates that the gathered data is reliable as it has a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population on the problem sought by the study (Zinbarg, 2005).

Table 4.2: Reliability Analysis

Reliability Analysis	Cronhach's Alpha Values
Human Resource Policy	0.974
Business Goals	0.981
Top Management Support	0985
Talent Pool Development	0979
Monitoring and Evaluation	0.990

4.4 Respondents Background Information

The findings on demographic data were as follows;

4.4.1 Age

The study sought to determine the age of the respondents in order to ascertain if it corresponded with their work experience. Figure 4.1 presents that majority 44 (51%) of the respondents were in the age category of 41-50 years, followed by 25 (29%) of the respondents who were in the age category of 31-40 years, then 10 (12%) of the respondents who were in the age category of 51 years and over and finally 7 (8%) of the respondents who were in the age category of 18-30 years. The results implies that most of the human resource management staff are old and have high wok experience and hence are capable of giving reliable information of succession management problem in

state corporations. These findings confirmed findings by Mathew (2009) that many human resource management staff are old since the position requires high work experience and hence only few young professionals are able to be in senior human resource position.

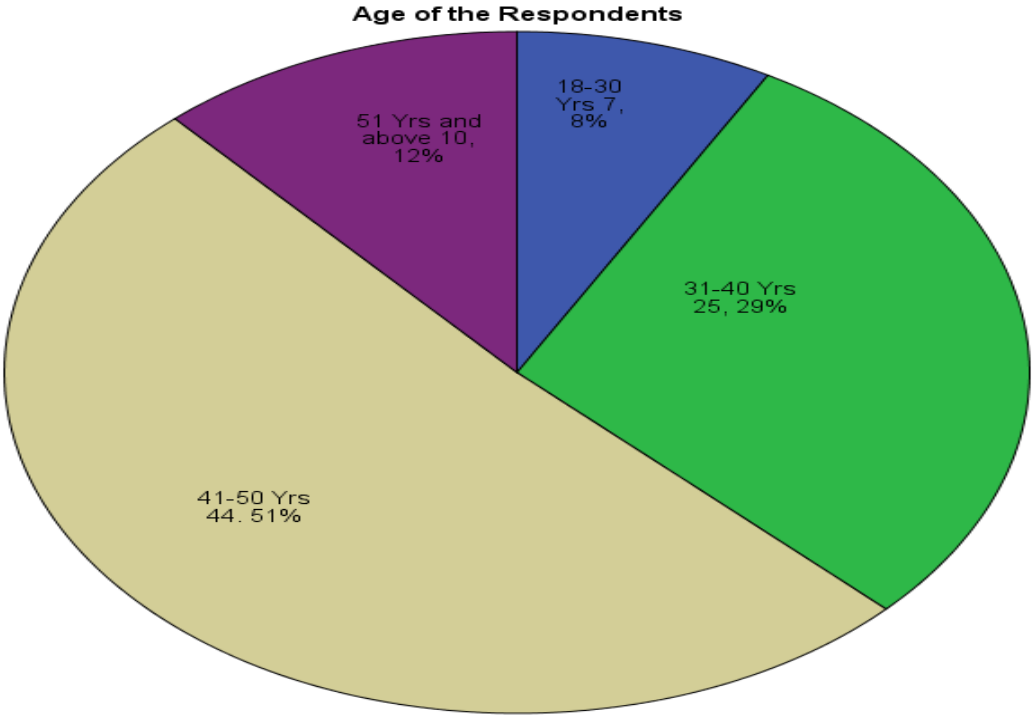


Figure 4.1: Age of the Respondents

4.4.2 Highest Education Level

The study sought to establish the highest education level held by the respondents, this was to ascertain if they were equipped with relevant knowledge and skills to undertake effective succession management. From the study findings as indicated in figure 4.2, majority 75 (87.2%) of the respondents had university education level followed by 6 (7%) who indicated to have professional qualifications and then 5 (5.8%) indicated to

have college diploma education level. This implied that most of the human resource management staff were qualified and that education level is not a problem to many human resource management staff in many state corporations in Kenya. The findings relate with the findings by Mills (2005) where he found out that many human resource management staff in many state corporations are qualified to carry out their respective job tasks functions and thus have technical understanding on best human resource management practices. The findings also concurred with Joppe (2007) that during research process, respondents with technical knowledge on the study problem assists in gathering reliable and accurate data on the problem under investigation.

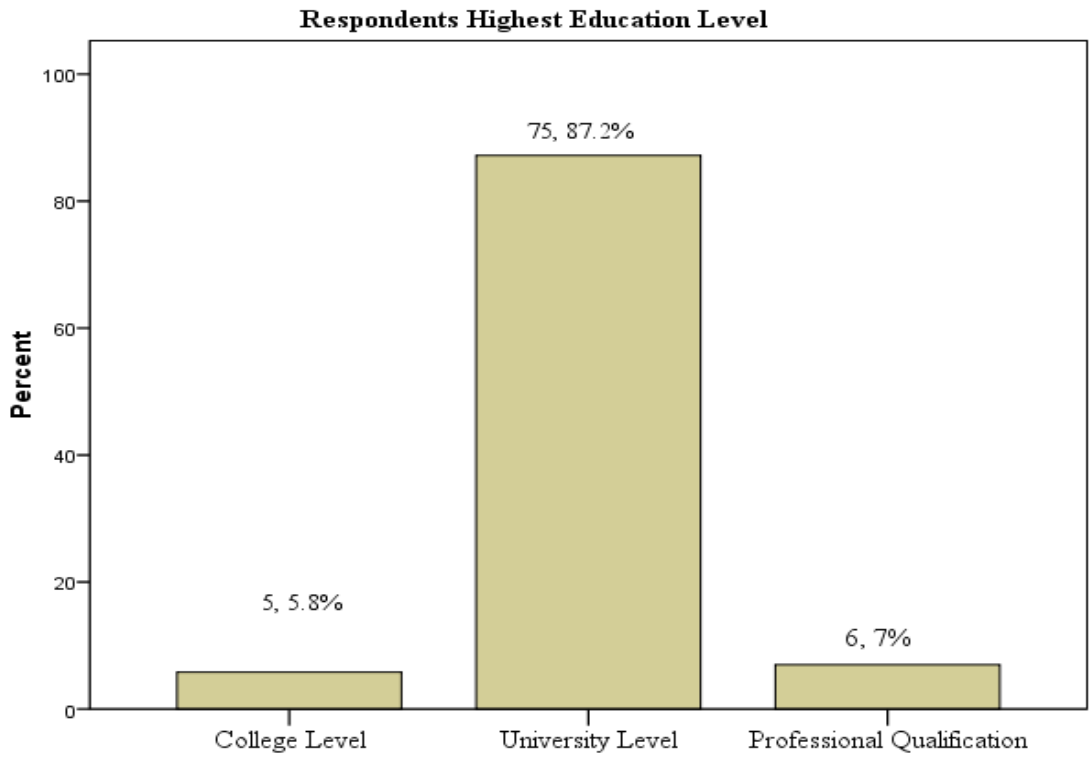


Figure 4.2: Highest Education Level

4.4.3 Working Experience

The study aimed to determine respondents working experience in order to ascertain to what extent their responses could be relied upon to make conclusions for the study based on their working experience. From the study results as indicated in Figure 4.3, majority 41 (47.7%) of the respondents had a working experience of 11-15 years, 26 (30.2%) of the respondents had a working experience of 6-10years, 10 (11.6%) of the respondents had a working experience of 16 years and above and finally 9 (10.5%) of the respondents had a working experience of less than 5 years. The results indicates that majority of human resource management staff in state corporation have a long working experience and thus understands the succession management challenges in state corporations. These findings corroborate with the findings by Harrisson (2009) where he noted that most senior human resource management employees in many state corporations in Kenya have a working experience of 10-16 years. This was in tandem with findings by Brandgate (2004). that respondents with a high working experience assist in providing reliable data on the problem in hand since they have technical experience on the problem being investigated by the study.

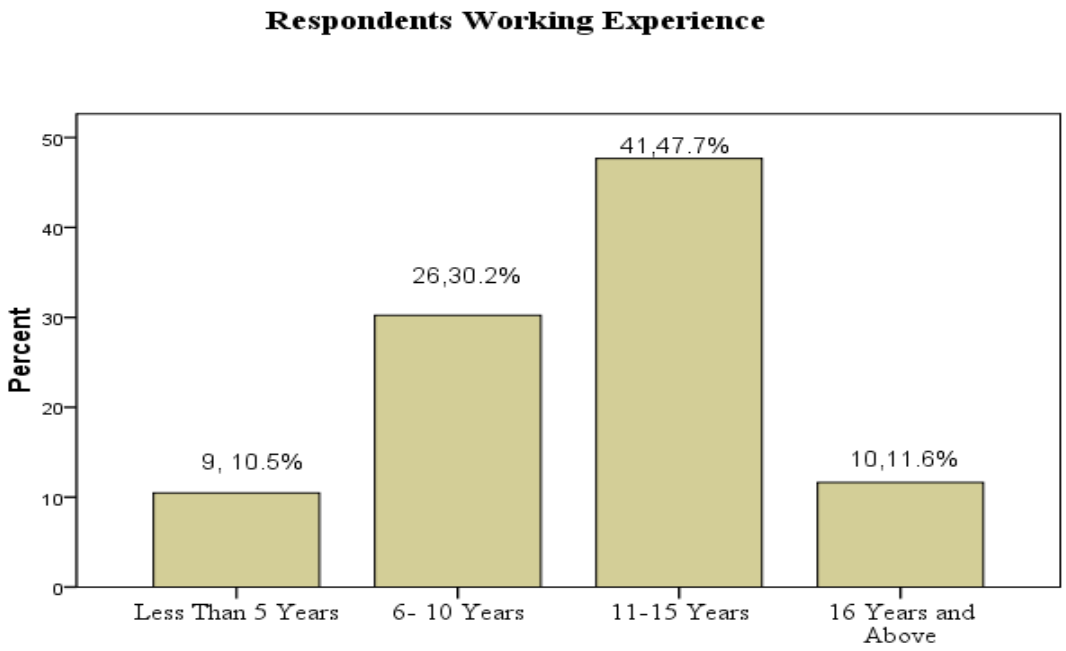


Figure 4.3: Working Experience

4.5 Requisite Tests

Requisite Tests were conducted using Exploratory Factor Analysis (EFA). Further a multi-collinearity test was done at to ensure that the accepted independent variables did not exhibit collinearity amongst themselves.

4.5.1 Factor Analysis

The study applied factor analysis to reduce a large number of variables to a smaller number of factors for modelling purposes and to select a subset of variables from a larger set, based on which original variables had the highest correlations with the principal component factors. Factor analysis attempts to identify underlying variables, or

factors, that explain the pattern of correlations within a set of observed variables. Factor analysis is often used in data reduction to identify a small number of factors that explain most of the variance observed in a much larger number of manifest variables. Factor analysis can also be used to generate hypotheses regarding causal mechanisms or to screen variables for subsequent analysis (for example, to identify collinearity prior to performing a linear regression analysis) (Brandgate, 2004).

According to Kaiser (1974), factor loading values that are greater than 0.5 should be accepted and used for further analysis and factor loading values that are less than 0.5 should be rejected. Factor analysis is used to find the most significant factors that can be used to explain the issue sought by the study since it helps in grouping the variables with similar characteristics together (Andy, 2002). The study thus applied factor analysis to determine the aspects of HR policy with factor loadings of less than 0.5 in order to determine if all the human resource policy aspects were capable of influencing succession management in state corporations in Kenya.

Variable Human Resource Policy Factor Analysis

The variable human resource policy was measured by 5 indicators which included governance structures, compliance with HR policies, recruitment policy, remuneration policy and leadership development policy. Table 4.3 thus presents that Governance Structures had a factor loading of .943, Compliance with Human Resource policies had a factor loading of .904, Recruitment policy had a factor loading of .946, Remuneration policy had a factor loading of .941 and Leadership Development policy had a factor loading of .800. This is a clear indication that all the aspects of human resource policy had factor loadings greater than 0.5 and this was in line with Kaiser (1974) factor loading values that are greater than 0.5 should be accepted and used for further analysis and factor loading values that are less than 0.5 should be rejected. The study thus considered all the data gathered from all the indicators of human resource policy to be reliable and hence all the human resource policy aspects were retained for further

analysis. This hence demonstrated that all the 5 indicators of HR policy notably governance structures, compliance with HR policies, recruitment policy, remuneration policy and leadership development policy influenced succession management in state corporations.

Table 4.3: Exploratory Factor Analysis-Human Resource Policy

Indicators	Factor Loadings
1) Governance Structures	.943
2) Compliance with HR policies	.904
3) Recruitment Policy	.946
4) Remuneration Policy	.941
5) Leadership Development policy	.800

Variable Business Goals Factor Analysis

The variable business goals was measured by 5 indicators notably, clear understanding of the business strategy, alignment to strategic goals, employee commitment to goals, employee/employer relationship and accurate projections based on the manpower needs of the organization. Table 4.4 hence shows that all the indicators of business goals had factor loading of above 0.5 and thus no indicators of business goals were removed. Clear understanding of the business strategy had a factor loading of .961, Alignment to strategic goals had a factor loading of .931, Employee commitment to goals had a factor loading of .953, Employee/employer relationships had a factor loading of .947 and Accurate projections based on the manpower needs of the organization had a factor loading of .868. This demonstrates that there is a strong correlation between all the aspects of business goals since the higher the absolute value of the loading, the more the

factor contributes to the variable. This implies that all the indicators of business goals had factor loadings greater than 0.5 and this is in agreement with Kaiser (1974) factor loading values that are greater than 0.5 should be accepted and used for further analysis and factor loading values that are less than 0.5 should be rejected. The study thus considered all the data gathered from all the indicators of business goals to be reliable and thus all the business goals indicators were retained for further analysis.

Table 4.4: Exploratory Factor Analysis-Business Goals

Indicators	Factor Loadings
1) Clear understanding of the business strategy	.961
2) Alignment to strategic goals	.931
3) Employee commitment to goals	.953
4) Employee/Employer Relationship	.947
5) Accurate projections based on the manpower needs of the organization	.868

Variable Top Management Involvement Factor Analysis

The variable business goals was measured by 5 indicators. These included; leadership styles, delegation, stakeholders influence, top management team influence on the choice of candidates and the practice of selecting high-potential managers. Table 4.5 hence shows that all the indicators of top management involvement had a factor loading of above 0.5. Leadership styles had a factor loading of .899, Delegation had a factor loading of .916, Stakeholders influence had a factor loading of .935, Top Management team influence on the choice of candidates had a factor loading of .927, and the Practice of selecting high-potential managers on the basis of their past performance had a factor loading of .879.

Kaiser (1974) posited that factor loading values that are greater than 0.5 should be accepted and used for further analysis and factor loading values that are less than 0.5 should be rejected. The study thus considered all the data gathered from all the 5 indicators of top management involvement to have a strong relationship with implementation of succession management and thus the gathered data was reliable. All the indicators of top management involvement were therefore retained for further analysis.

Table 4.5: Exploratory Factor Analysis-Top Management Involvement

Indicators	Factor Loadings
1) Leadership styles	.899
2) Delegation	.916
3) Stakeholders influence	.935
4) Top management team influence on the choice of candidates	.927
5) Practice of selecting high-potential managers on the basis of past performance	.879

Variable Talent Pool Development Factor Analysis

the variable business goals was measured using 7 indicators which included; clear employees competencies profiling, talent pool mapping, employee selection processes, accurate predictions on a new hire's on-the-job performance, mentoring and coaching lateral transfers and deployments and career development. As illustrated in table 4.6,

there was no indicator with a factor loading of less than 0.5. Clear employees' competencies profiling had a factor loading of .903, talent pool mapping had a factor loading of .936, employee selection processes had a factor loading of .950, accurate predictions on a new hire's on-the-job performance had a factor loading of .962, mentoring and coaching had a factor loading of .906, lateral transfers and deployments had a factor loading of .880 and career development had a factor loading of .960. These results concurred with Green and Tull (2009) that data with factor loading values that are greater than 0.5 should be accepted and used for further analysis since the data demonstrated to have a strong relationship with implementation of succession management in state corporations.

Table 4.6: Exploratory Factor Analysis-Talent Pool Development

Indicators	Factor Loadings
1) Clear employees competencies profiling	.903
2) Talent pool mapping	.936
3) Employee selection processes	.950
4) Accurate predictions on a new hire's on-the-job performance	.962
5) Mentoring and coaching	.906
6) Lateral transfers and deployments	.880
7) Career development	.960

Variable Monitoring and Evaluation Systems

The variable monitoring and evaluation was measured using 5 indicators which included; existence of succession management programs, identification of early indicators of success on succession management, tracking the progress of succession management programs, action planning and program output and outcomes. From the results in 4.7, the factor loading of existence of Succession Management programs was .914, the factor loading of Identification of early indicators of success on Succession Management was .953, the factor loading of Tracking the progress of succession management programs was .968, the factor loading of Action planning was .829 and the factor loading of Program output and outcomes was .964. These results concurred with Green and Tull (2009) that data with factor loading values that are greater than 0.5 should be accepted and used for further analysis since the data on all indicators of monitoring and evaluation systems was deemed reliable since it had a strong relationship with implementation of succession management in state corporations.

Table 4.7: Exploratory Factor Analysis-Monitoring and Evaluation Systems

Indicators	Factor Loadings
1) Existence of Succession Management programs	.914
2) Identification of early indicators of success on Succession Management	.953
3) Tracking the progress of succession management programs	.968
4) Action planning	.829
5) Program output and outcomes	.964

Variable Effective Succession Management Factor Analysis and Reliability Results

The variable succession management was measured using 5 indicators which included; existence of human resource strategy, talent acquisition and management programs, leadership development programs, human resource planning system, knowledge management mechanisms, employees' skills inventory management system and existence of human resource strategy. As illustrated in table 4.8, all the indicators of effective Succession Management had factor loadings of above 0.5. Existence of human resource strategy had a factor loading of .956, Talent acquisition and management programs had a factor loading of .973, Leadership Development programs had a factor loading of .940, human resource planning system had a factor loading of .917, Knowledge Management mechanisms had a factor loading of .975 and Employees Skills Inventory management system had a factor loading of .956.This data therefore implies that all the indicators had a strong relationship to Succession Management in state corporations since the factor loadings were above 0.5. These results were in line with Kaiser (1974) that data with factor loading values that are greater than 0.5 should be accepted and used for further analysis. There is no factor that was discarded and hence all the indicators were retained for further analysis.

Table 4.8: Exploratory Factor Analysis-Effective Succession Management

Indicators	Factor Loadings
1) Existence of Human Resource Strategy	.956
2) Talent Acquisition and Management Programs	.973
3) Leadership Development Programs	.940
4) Human Resource Planning System	.917
5) Knowledge Management Mechanisms	.975
6) Employees Skills Inventory Management System	.974
7) Existence of Human Resource Strategy	.956

4.5.2 Multi-colliniarity Test

A situation in which there is a high degree of association between independent variables is said to be a problem of multi-collinearity which results into large standard errors of the coefficients associated with the affected variables. According to Mugenda and Mugenda (2008), multi-collinearity can occur in multiple regression models in which some of the independent variables are significantly correlated among themselves. In a regression model that best fits the data, independent variables correlate highly with dependent variables but correlate, at most, minimally with each other. The pilot data was tested for multi-collinearity of the accepted variables.

From the table 4.9 the tolerances are all above 0.2 if a variable has collinearity tolerance below 0.2 implies that 80% of its variance is shared with some other independent variables. The Variance Inflation Factors (VIFs) are all below 5. The VIF is generally the inverse of the tolerance. Multi-collinearity is associated with VIF above 5 and tolerance below 0.2. The accepted variables were therefore determined not to exhibit multi-collinearity and acceptable for collection and analysis.

Table 4.9: Multi-collinearity

Variables	Tolerance	VIF
Effective Succession Management	0.549447	1.82001
Human Resource Policy	0.59733	1.62031
Business Goals Factor	0.44897	2.227318
Top Management Involvement	0.573224	1.74452
Talent Pool Development	0.56636	1.76566
Monitoring and Evaluation	0.58636	1.705437

4.6 Descriptive Analysis

Descriptive statistics are mathematical quantities such as frequencies, percentage, mean, and median, standard deviation results that summarize and interpret the properties of a set of data (sample) but do not infer the properties of the population from which the sample was drawn (Kaiser,1974). Descriptive statistics are used to describe the basic features of the data in a study. They provide simple summaries about the sample and the measures. Together with simple graphics analysis, they form the basis of virtually every quantitative analysis of data. Descriptive Statistics are used to present quantitative descriptions in a manageable form. In a research study we may have lots of measures. Descriptive statistics helps the researcher to simply analyze large amounts of data in a sensible way. Each descriptive statistic reduces lots of data into a simpler summary. The Standard Deviation is a more accurate and detailed estimate of dispersion since it shows the relation that set of scores has to the mean of the sample (Tronchin, 2006).

Descriptive statistics was used to present the dimensions of the study variables notably, effective succession management, human resource policy, alignment with business goals, top management involvement, talent pool development and monitoring and evaluation, the statistics used were frequency, distribution, mean, mode, standard deviation and variance. Standard deviation and variance are both measures of variation for interval-ratio variables. They describe how much variation or diversity there is in a distribution (Sekeran, 2006). Both the variance and standard deviation increase or decrease based on how closely the scores cluster around the mean. Standard deviation provides an indication of how far the individual responses to a question vary or deviate from the mean. It tells the researcher how spread out the responses are from the mean, and explains if the respondents' responses are concentrated around the mean, or scattered far and wide (Graham, 2005). If the standard deviation and variance are each greater than 1 it means that the respondents had divergent views and if they are each less than 1, then this means that the respondents had similar opinions on the issues concerned (Yin, 2009).

4.6.1 Variable Effective Succession Management

The study sought to determine the respondents' extent of agreement regarding various factors that contribute to effective on Succession Management in their respective organizations. A five point likert scale type was used where (5= Strongly Agree, 4 = Agree, 3 = Neutral, 2= Disagree, 1 = Strongly Disagree. The factors included; Existence of human resource strategy**;** Talent acquisition and management programs**;** Leadership Development programs**;** Human resource planning system**;** Knowledge management mechanisms and Employees skills inventory management system. The results in table 4.10 presents that existence of human resource strategy had a mean score of 4.6047**;** talent acquisition and management programs had a mean score of 4.4186**;** leadership development programs had a mean score of 4.5349**;** human resource planning system had a mean score of 4.3720**;** knowledge management mechanisms had a mean score of 4.2442 and employees skills inventory management system had a mean score of 4.4186. On average all the factors had a mean score of 4.4186 and standard deviation and variance of 0.83264 and 0.693 respectively. These results indicate that majority of the respondents agreed that all the six factors contributed to effective Succession Management in the organization since the mean score was 4.4186, Standard deviation was 0.83264 and Variance was 0.693. The study findings indicates that factors that contribute to Succession Management in the organizations includes; existence of human resource strategy**;** talent acquisition and management programs**;** leadership development programs**;** human resource planning system**;** knowledge management mechanisms and employees skills inventory management system. These echoed findings by Swanson and Holton (2006) that existence of human resource strategy**,** talent acquisition and management programs**,** leadership development programs and human resource planning system are key factors that determine effectiveness of succession management in organizations. Wiblen (2010) opined that application of various knowledge management mechanisms and employees skills inventory management system leads to succession management in organizations.

Table 4.10: Effective Succession Management Mean, STD. Deviation and Variance Results

Factors Contributing To Effective Succession Management	N	Mean	Std. Deviation	Variance
Existence of Human Resource Strategy	86	4.6047	.61890	.383
Talent Acquisition and Management Programs	86	4.4186	.90052	.811
Leadership Development Programs	86	4.5349	.74672	.558
Human Resource Planning System	86	4.3720	.76767	.589
Knowledge Management Mechanisms	86	4.2442	.94478	.893
Employees Skills Inventory Management System	86	4.4186	.83264	.693
Average	**86**	**4.4186**	**0.83264**	**0.693**

4.6.2 Variable Human Resource Policy

An appropriate Human Resource policy framework is essential for Succession Management in organizations. Human Resource policy refers to formal rules and guidelines put in place by organizations concerning the hiring, training, assessment and reward of their employees. The purpose of creating and disseminating a formal human resource policy is to prevent misunderstandings between employees and employers about the rights and obligations of parties in a workplace (Armstrong, 2009). 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. Formulation and application of ineffective human resource policies hinders recruitment of competitive staff and this negatively influences succession management in state corporations in Kenya.

According to Armstrong (2009) human resource policies are systems of codified decisions, established by an organization, to support administrative personnel functions, performance management, employee relations and resource planning. Each organization has a different set of circumstances, and so develops an individual set of human resource policies (George, 2010). Formal human resource policies can promote communication with employees, managers and supervisors. If well-written and well-presented, a human resource policy establishes the tone of a business and lets employees know what they can expect from the company and what the expectations on workplace behavior. It also helps managers and supervisors make decisions about hiring, promotion and rewards. In addition, a fair, comprehensive human resource policy can curb litigation from disgruntled current or ex-employees (Armstrong, 2009).

The study sought to determine the extent to which the HR policy factors influenced effective secession management; respondents were requested to indicate the extent to which the HR policy framework factors influenced effective secession management in the organization. The factors included; Governance structures, Compliance with HR policies, Recruitment policy, Remuneration policy and Leadership Development policies. Respondents were provided with a Likert scale of 1-5 where (1= Not at all, 2 = Small extent, 3 = Moderate extent, 4 = Large extent, 5 = very Large extent). The findings are presented in table 4.11 where it was revealed that Governance structures had a mean score of 4.325, Compliance with HR policies had a mean score of 4.255, Recruitment policy had a mean score of 4.325, Remuneration policy had a mean score of 4.395 and Leadership Development policies had a mean score of 4.569. On average all the human resource policy factors had a mean of 4.3738, Standard, Deviation of 0.7209 and Variance of 0.522 and this is a clear indication that all the respondents rate all the HR policy factors as being an influence to a large extent on succession management in state corporations. The study findings thus indicates that HR policy framework factors notably; Governance structures, Compliance with HR policies, Recruitment policy, Remuneration policy and Leadership Development policies influence succession management in state corporations to a large extent.

These findings concur with those of Byham (2009) where he found out that existence and compliance to HR policies determines the extent to which human resource policy framework contributes to effective succession management in many organizations. The findings also correspond to those of Britt (2009) where he found out that human resource policy framework fails to contributes to effective succession management in many organizations when it fails to put into consideration of employees recruitment policy, remuneration policy and leadership development policies. These findings concur with those of Byham (2009) where he found out that governance structures and compliance with HR policies determine the extent to which human resource policy framework contributes to effective succession management in many organizations. The findings also correspond to those of Britt (2009) where he found out that human resource policy framework fails to contributes to succession management in many organizations when it fails to put into consideration of employees recruitment policy, remuneration policy and leadership development policies.

Table 4.11: HR Policy Factors Mean, STD. Deviation and Variance Results

HR Policy Factors	N	Mean	Std. Deviation	Variance
1. Governance Structures	86	4.325	.7737	.599
2. Compliance with HR policies	86	4.255	.7543	.569
3. Recruitment Policy	86	4.325	.7266	.528
4. Remuneration Policy	86	4.395	.7075	.501
5. Leadership Development policy	86	4.569	.6424	.413
Average		**4.3738**	**0.7209**	**0.522**

4.6.3 Variable Business Goals

Business goals are important in any organization as they define the strategic direction for the organization and Succession Planning must be aligned to the business goals (Alexander, 2007). A goal is a general statement of achievement while an objective is a specific step or action taken to reach the goal (Baruch, 2009). Business Goals and objectives are important to organizations, as they clarify the purpose of the business and help identify necessary actions (Baruch, 2009). The nature of organization goals greatly determines how the organization undertakes succession management practices since lack of strategic business goals hinders application of succession management in many state corporations.

The question aimed to determine the extent to which the respondents agreed how business goals factors influenced succession management, respondents were requested to indicate how they agreed on the key aspects of business goals in relation to effective Succession Management in the organization. The key aspects included; Clear understanding of the business strategy; Alignment to strategic goals; Employee commitment to goals; Employee/employer relationships and accurate projections based on the manpower needs of the organization influenced succession management in the organization. Respondents were provided with a Likert scale of 1-5 where (5= Strongly Agree, 4 = Agree, 3 = Neutral, 2= Disagree, 1 = Strongly Disagree). The findings were presented in table 4.15 where it can be observed that clear understanding of the business strategy had a mean score of 4.2442; alignment to strategic goals had a mean score of 4.3256; employee commitment to goals had a mean score of 4.2209; employee/employer relationships had a mean score of 4.1860 and accurate projections based on the manpower needs had a mean score of 4.372.Table 4.12 further presents the standard deviation and variance results of the of all business goals factors were less than 1 and this was a clear indication that most respondents gave similar responses on all the business goals factors. It is also an indication that not many respondents who gave responses that varied or deviated from the mean. Finally, on average all the business

goals factors had a mean score of 4.3738, Standard, Deviation of 0.7209 and Variance of 0.522.

These findings hence imply that majority of the respondents agreed that all the key business goal factors notably; Clear understanding of the business strategy; Alignment to strategic goals; Employee commitment to goals; Employee/employer relationship and accurate projections based on the manpower needs of the organization to a large extent influence effective secession management in the organization. These findings correspond to those of Geus (2008) where he noted that business goals in many organizations are realized when there is a clear understanding of business strategy by top management staff, when managers are able to align business goals with organization strategy and when employees are committed to support achievement of business goals. The findings are also in line with those of Lepak (2008) where he found out that employee/employer relationships and accurate projections based on the manpower needs of the organization play a major role in supporting implementation of succession management in organizations.

Table 4.12: Business Goals Factors Mean, STD. Deviation and Variance Results

Business Goals Factors	N	Mean	Std. Deviation	Variance
a) Clear understanding of the business strategy	86	4.2442	.86685	.751
b) Alignment to strategic goals	86	4.3256	.81806	.669
c) Employee commitment to goals	86	4.2209	.84577	.715
d) Employee/Employer Relationships	86	4.1860	.874631	.765
e) Accurate projections based on the manpower needs of the organization	86	4.3721	.94616	.895
Average		**4.3738**	**0.7209**	**0.522**

4.6.4 Variable Top Management Involvement

Top management involvement is the level of engagement and participation demonstrated by senior management in implementation of succession management. The level of top management involvement in the execution of succession management determines the level of success achieved in determining critical roles within the company, identifying and assessing possible successors, and providing them with the appropriate skills and experience for present and future roles (Tracy, 2009). The level of top management involvement is hence a key factor in the execution of succession management.

The question aimed to determine the extent to which the business goals factors influenced succession management, respondents were requested to indicate how they agreed on the key aspects of top management support in relation to Succession Management in the organization. The key aspects included; Leadership styles**,** Delegation, Stakeholders influence**,** Top management team influence on the choice of candidates and the Practice of selecting high-potential managers on the basis of their past performance. Respondents were provided with a Likert scale of 1-5 where (5= Strongly Agree, 4 = Agree, 3 = Neutral, 2= Disagree, 1 = Strongly Disagree). Table 4.13 thus shows that a mean score of 4.3256 was obtained on leadership styles, A mean score of 4.2791 was obtained on Delegation, a mean score of 4.0814 was obtained on Stakeholders influence, a mean score of 3.9883 was obtained on Top management team influence on the choice of candidates and a mean score of 4.3488 was obtained on the Practice of selecting high-potential managers on the basis of their past performance. Table 4.13 further presents that the standard deviation and variance results of all the aspects of top management were less than 1 and this was a clear indication that most respondents rated the five aspects in the same way hence only few respondents who had different views on the five aspects. On average, all the aspects of top management involvement had a mean score of 4.2046, Standard, Deviation of 0.9490 and Variance of 0.9014.

These findings demonstrate that majority of the respondents agreed that all the key aspects of top management involvement; notably leadership styles**,** delegation, stakeholders influence**,** top management influence on the choice of candidates and the practice of selecting high-potential managers on the basis of their past performance key aspects of top management involvement influences succession management in state corporations. These findings concurred with those of Tracy (2009) where he found out that leadership styles**,** stakeholders influence**,** top management team influence on the choice of candidates and the practice of selecting high-potential managers on the basis of their past performance are key aspects of top management involvement and by extension in succession management in organizations.

Table 4.13: Aspects of Top Management Involvement Mean, STD. Deviation and Variance Results

Aspects of Top Management Involvement	**N**	**Mean**	**Std. Deviation**	**Variance**
Leadership styles	86	4.3256	.91320	.834
Delegation	86	4.2791	.92864	.862
Stakeholders influence	86	4.0814	.98477	.970
Top management team influence on the choice of candidates	86	3.9883	.93926	.882
Practice of selecting high-potential managers on basis of past performance	86	4.3488	.97940	.959
Average		**4.2046**	**0.9490**	**0.9014**

4.6.5 Talent Pool Development

Talent pool is a database consisting of profiles of candidates and employees from which in an effective succession management system, possible successors to certain roles are sourced. 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 discharge 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 state corporations lack effective talent pool development systems and this greatly inhibits effective execution of succession management in organizations.

On the extent to which the aspects of talent pool development influenced succession management, respondents were requested to indicate how they agreed on the key aspects of talent pool development in relation to Succession Management in the organization. The key aspects included; Clear employees' competencies profiling, Talent pool mapping, Employee selection processes, Accurate predictions on a new hire's on-the-job performance, Mentoring and Coaching, Lateral transfers and deployments and Career Development. Respondents were provided with a Likert scale of 1-5 where (5= Strongly Agree, 4 = Agree, 3 = Neutral, 2 Disagree, 1 = Strongly Disagree).

The results in table 4.14 hence show that clear employees' competencies profiling had a mean score of 4.3953, talent pool mapping had a mean score of 4.3953, employee selection processes had a mean score of 4.2674, accurate predictions on a new hire's on-the-job performance had a mean score of 4.1744, mentoring and coaching had a mean score of 4.3605, lateral transfers and deployments had a mean score of 4.3023 while career development had a mean score of 4.4419. Table 4.14 also shows that the standard deviation and variance results of all the aspects of talent pool development were less than 1 and this was a clear indication that most respondents gave similar responses on all the aspects. On average, all the aspects of talent pool development had a mean score of 4.338, Standard, Deviation of 0.9423and Variance of 0.889.

These findings indicate that talent pool development indicators notably; clear employees' competencies profiling, talent pool mapping, employee selection processes, accurate predictions on a new hire's on-the-job performance, mentoring and coaching, lateral transfers and deployments and career development to a large extent influenced succession management in the organization. These findings concurred with those of Steve (2012) where he found out that organizations with clear employees' competencies profiling, talent pool mapping system, accurate predictions on a new hire's on-the-job performance, mentoring and coaching employees and providing career development plans have a direct impact on succession management.

Table 4.14: Aspects of Talent Pool Development Mean, STD. Deviation and Variance Results

Aspects of Talent Pool Development	N	Mean	Std. Deviation	Variance
Clear employees competencies profiling	86	4.3953	.91110	.830
Talent pool mapping	86	4.3953	.87150	.760
Employee selection processes	86	4.2674	.99911	.998
Accurate predictions on a new hire's on-the-job performance	86	4.1744	.984490	.969
Mentoring and coaching	86	4.3605	.91924	.845
Lateral transfers and deployments		4.3023	.98303	.966
Career development	86	4.4419	.92805	.861
Average		**4.3338**	**0.9423**	**0.889**

4.6.6 Variable Monitoring and Evaluation

Monitoring and Evaluation is a continuing function that aims primarily to provide the management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results (Mark, 2010). Monitoring helps organizations track achievements by regular collection of information to assist timely decision making, ensure accountability, and provide the basis for evaluation and learning. Evaluation is the systematic and objective assessment of an on-going or completed program and its design, implementation and results (Mark, 2010). The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision making process of both recipients and donors (George, 2010). Monitoring and evaluation are important management tools for tracking the progress of succession management programs and facilitate decision making and proper intervention to ensure that implementation of succession management programs is in the right course. Absence of clear monitoring and evaluation systems hinders effective execution of succession management in state corporations.

The question sought to determine the extent to which the aspects of monitoring and evaluation systems influenced succession management, respondents were requested to indicate how they agreed on the key aspects of monitoring and evaluation systems in relation to Succession Management in the organization. The key aspects included; Existence of succession management programs; Identification of early indicators of success on succession management**;** Tracking the progress of succession management programs; Action planning and Program output and outcomes**.** Respondents were provided with a Likert scale of 1-5 where (5= Strongly Agree, 4 = Agree, 3 = Neutral, 2= Disagree, 1 = Strongly Disagree).

The results in table 4.15 show that existence of succession management programs had a mean score of 4.4186, identification of early indicators of success on succession management had a mean score of 4.4419**,** tracking the progress of succession management programs had a mean score of 4.2907**,** action planning had a mean score of 4.2674 and program output and outcomes had a mean score of 4.2907. On average, all the aspects of monitoring and evaluation system had a mean score of 4.3418 and standard deviation and variance of 0.9350 and 0.8764 respectively.

The results in table 4.15 thus indicate that majority of the respondents agreed that all the key aspects of monitoring and evaluation systems; notably succession management programs**,** identification of early indicators of success on succession management and tracking the progress of succession management programs are key issues achieved when there is a monitoring and evaluation system, action planning and program output and outcomes and this supports succession management in organizations. These findings were corroborated with the findings by Britt (2009) where he found out that existence of succession management programs**,** identification of early indicators of success on succession management and tracking the progress of succession management programs are key issues achieved when there is a monitoring and evaluation system and that this supports succession management in organizations.

Table 4.15: Aspects of Monitoring and Evaluation Systems Mean, STD. Deviation and Variance Results

Aspects of Monitoring and Evaluation Systems	N	Mean	Std. Deviation	Variance
Existence of Succession Management programs	86	4.4186	.91350	.834
Identification of early indicators of success on Succession Management	86	4.4419	.86234	.744
Tracking the progress of succession management programs	86	4.2907	.99252	.985
Action planning	86	4.2674	.96313	.928
Program output and outcomes	86	4.2907	.94391	.891
Average		**4.3418**	**0.9350**	**0.8764**

4.7 Inferential Tests

Inferential statistics is a set of methods used to make a generalization, estimate, prediction or decision. Inferential statistics are techniques that allow the use of samples to make generalizations about the populations from which the samples were drawn. Inferential statistics was conducted through the use of correlation analysis to determine the relationship between the independent and the dependent variables. Unlike descriptive statistics, which are used to describe the characteristics (i.e. distribution, central tendency, and dispersion) of a single variable, inferential statistics are used to make inferences about the larger population based on the sample. Since a sample is a small subset of the larger population (or sampling frame), the inferences are necessarily error

prone. Typically, inferential statistics deals with Bivariate and Multivariate analysis of variables. There are different types of inferential statistics that are used. The type of inferential statistics used was dictated by the type of variable (i.e. Nominal, Ordinal, Interval/ Ratio). While the type of statistical analysis is different for these variables, the main idea is to determine how one variable compares to another (Joppe, 2007).

4.7.1 Correlation Analysis

The study conducted correlation analysis to test the strength of association/relationship between the research variables. Correlation is a measure of the relationship or association between two continuous numeric variables. Correlation indicates both direction and degree to which they co-vary with one another from case to case without implying that one is causing the other. Correlation analysis results give a correlation coefficient which measures the linear association between two variables (Crossman, 2013). Values of the correlation coefficient ranges between-1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly related in a positive linear. A correlation of -1 indicates that two variables are negatively linearly related and a correlation coefficient of 0 indicates that there is no linear relationship between two variables (Sekeran, 2006). The correlations analysis results are presented in table 4.16.

Table 4.16 shows that the Pearson Correlation Coefficient of human resource policy was 0.795 and the P value was 0.00 thus alternative hypothesis that human resource policy significantly influences succession management in state corporations is thus accepted. The results indicate that human resource policy has a positive correlation with effective succession management in state corporations in Kenya. Armstrong (2009) states that organization human resource policy framework plays an important role in guiding how future organization leaders are recruited. Human resource policies help guiding organization human resource development practices and this determines the effectiveness of succession management.

Table 4.16 then shows that the Pearson Correlation Coefficient of alignment to business goals was 0.572 and the P value was 0.00. The Pearson correlation results help us in accepting the alternative hypothesis that alignments to business goals significantly influence succession management in state corporations. The results show that alignment to business goals has a positive correlation with succession management in state corporations in Kenya. Baruch (2009) argues that alignment of organization business goals with human resource management objectives helps in establishing succession management plan that guides on how to recruit future organization management. Business Goals and objectives are important to organizations, as they clarify the purpose of the business and help to identify appropriate succession management actions.

Table 4.16 also presents that the Pearson Correlation Coefficient of top management involvement was 0.643 and the P value was 0.00. Alternative hypothesis that top management involvement significantly influences succession management in state corporations was thus accepted. This implies that alignment to top management involvement has a positive correlation with succession management in state corporations in Kenya. According to Brandgate (2005), top management involvement determines the level of engagement and participation demonstrated by senior management staff in implementation of organization business strategies and this determines the level of effectiveness in implementation of succession management in organizations. Many organizations fail to implement business strategies as result of low level of top management and this creates unsupportive environment for the implementation of succession management.

Table 4.16 further presents that the Pearson Correlation Coefficient of talent pool development was 0.758 and the P value was 0.00. The study thus accepted the alternative hypothesis that talent pool development significantly influences succession management in state corporations. The results demonstrate that alignment to talent pool development has a positive correlation with succession management in state corporations in Kenya. According to Lepak (2008) organization that employs talent pool

development management practices have higher chances of identifying the organizations' future successors. Talent pool development helps organizations to identify employees with potential capability to discharge the company's mandates and this helps in implementation of succession management in those organizations.

Table 4.16 shows that the Pearson Correlation Coefficient of top monitoring and evaluation systems was 0.457 and the P value was 0.00. The results support the alternative hypothesis that monitoring and evaluation significantly influence succession management in state corporations. The results thus indicate that monitoring and evaluation systems have a positive correlation with succession management in state corporations in Kenya. Lepak (2008), argues that monitoring and evaluation of succession management programs helps in providing credible information that is useful in detecting the weaknesses of succession management programs in organizations. This guides in employing corrective measures to support effective implementation of succession management. Monitoring and evaluation are important management tools for tracking the progress of succession management and lack of effective monitoring and thus evaluation systems affect succession management in organizations.

Table 4.16: Correlations Analysis for All Variables

		Succession management	Human resource policy	Business goals	Top management involvement	Talent pool development	Monitoring and evaluation
y	Pearson Correlation	1	.795**	.572**	.643**	. .758**	.457**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	86	86	86	86	86	86
x1	Pearson Correlation	.795**	1	.720**	.809**	.809**	.576**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	86	86	86	86	86	86
x2	Pearson Correlation	.572**	.720**	1	.889**	.889**	.800**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	86	86	86	86	86	86
x3	Pearson Correlation	.643**	.809**	.889**	1	1.000**	.711**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	86	86	86	86	86	86
x4	Pearson Correlation	.643**	.809**	.889**	1.000**	1	.711**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	86	86	86	86	86	86
x5	Pearson Correlation	.457**	.576**	.800**	.711**	.711**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	86	86	86	86	86	86

****. Correlation is significant at the 0.01 level (2-tailed).**

4.7.2 Regression Analysis

The study further carried out a Regression Analysis to establish with statistical significance the influence of the independent variables notably, Human resource policy, Alignment to business goals, Top management involvement, Talent pool development and Monitoring and evaluation systems on the dependent variable i.e. succession management. According to Graham (2005), regression analysis is a statistical process of estimating the relationship between variables. Regression Analysis helps in generating equation that describes the statistics relationship between one or more predictor variables and the response variable. The regression results were presented using regression model summary table, Analysis of Variance Table (ANOVA) and beta coefficients table. The model used for the regression analysis was $Y= a + B_{1+}X_{1.}$

4.7.3 Regression Analysis for Variable Human Resource Policy

Table 4.17 shows the regression model on human resource policy versus effective succession management. As indicated in the table 4.17 the coefficient of determination R square is 0.631 and R is 0.795. The statistic R which is .795 is the correlation coefficient which implies a strong relationship between human resource policy and succession management. The coefficient of determination R square implies that 63.1% of the variation on the implementation of succession management in state corporations in Kenya is explained by the variation of human resource policy. The other 36.9% of the variation in succession management is explained by other factors not included in the model. The results show existence of supportive HR framework helps states corporations to implement succession management. These findings relate to the findings by Cannella (2007) where he identified that existence of HR policy framework in many state corporations in Africa can support implementation of succession management.

Table 4.17: Human Resource Policy Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795[a]	.631	.627	.28212

a. Predictors: (Constant), x

b. Dependent Variable: y

Table 4.18 shows the results of Analysis of Variance (ANOVA) on human resource policy versus succession management. Table 4.18 shows that the ANOVA results indicate that the p-value of the F statistic is equal to 0.00 which is less than 0.05. This demonstrates that the estimator in the one parameter regression analysis is significantly not equal to zero. This implies that the predictor variable human resource policy has significant influence on succession management in Kenya state corporations. Armstrong (2009) states human resource policies are a critical guide in the management of human resource in organizations and thus greatly influence succession management.

Table 4.18: Human Resource Policy ANOVA

	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Regression	11.454	1	11.454	143.907	.000[a]
Residual	6.686	84	0.08		
Total	18.14	85			

Table 4.19 presents beta coefficients of human resource policy versus effective succession management. The beta coefficients are for the model $Y= 1.286 + 0.743_{+}X_1$. The T statistics for the constant and coefficient of human resource policy are 4.495 and 11.996 respectively both with p values of 0.000. Since the p values of the T statistics are both less than 0.05, it implies that the constant 1.286 and coefficient of X_1 0.743 are both significant at 95% confidence. This further confirms that human resource policy significantly influences succession management positively. If a P value (Sig) is greater

than 0.005, the alternative hypotheses is accepted and if a P value (Sig) is less than 0.005 alternative hypothesis should accepted (Yin, 2009). This hence implies that human resource policy has a positive influence on succession management hence the study accepted the alternative hypothesis $H_{1:}$ that human resource policy significantly influences succession management in state corporations in Kenya. According to Armstrong (2009), the organization's human resource policies determine 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. Formulation and application of ineffective human resource policies hinders recruitment of competitive staff thus negatively influences succession management in state corporations in Kenya.

Table 4.19: Human Resource Policy Coefficients

	Unstandardized Coefficients	**Std. Error**	**Standardized Coefficients**	**T**	**Sig.**
(Constant)	1.286	0.286		4.495	0
Human Resource Policy	0.743	0.062	0.795	11.996	0

4.7.4 Regression Analysis for Variable Business Goals

Table 4.32 shows the regression model of alignment to business goals on effective succession management. As indicated in the table 4.20, the coefficient of determination R square is 0.327 and R is 0.572. The statistic R which is .572 is the correlation coefficient which implies a positive relationship between Business goals and succession management. The coefficient of determination R square implies that 32.7% of the variation on the implementation of succession management in state corporations in Kenya is explained by the variation of business goals. The other 43.7% of the variation

in succession management is explained by other factors not included in the model. Baruch (2009) argues that alignment of organization business goals and objectives are important to organizations, as they clarify the purpose of the business and help to identify appropriate succession management actions.

Table 4.20: Business Goals Regression Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.572[a]	0.327	0.319	0.38116

Table 4.21 shows the results of Analysis of Variance (ANOVA) on alignment to business goals versus succession management. The ANOVA results indicate that the p-value of the F statistic is equal to 0.00 which is less than 0.05. This demonstrates that the estimator in the one parameter regression analysis is significantly not equal to zero. This implies that the predictor alignment to business goals has significant influence on succession management in Kenyan state corporations.

Table 4.21: Business Goals ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	5.935	1	5.935	40.931	0.0000
Residual	12.204	84	0.145		
Total	18.14	85			

Table 4.22 presents beta coefficient of alignment to business goals versus succession management was 0.531. The regression model was thus $Y= 1.286 + 0.531X_2$. The T statistics for the constant and coefficient of Business goals policy are 6.343 and 6.398

respectively both with p values of 0.000. Since the p values of the T statistics are both less than 0.05, it implies that the constant, 2.347 and coefficient of $X_{1,}$ 0.531 are both significant at 95% confidence. The P value (Sig) of the coefficient is less than 0.005. If a P value (Sig) is greater than 0.005 alternative hypotheses is accepted and if a P value (Sig) is less than 0.005 alternative hypothesis should accepted (Green & Tull, 2009). Based on this review, the following hypothesis can be proposed: $H_{1:}$ that alignment to business goals significantly influences succession management in state corporations in Kenya. The results also relate to the findings by Baruch (2009) that alignment of organization business goals with human resource management objectives helps in putting in place appropriate succession management plans that inform future recruitments in an organization.

Table 4.22: Business Goals Coefficients

	Unstandardized Coefficients	**Std. Error**	**Standardized Coefficients**	**T**	**Sig.**
(Constant)	2.347	0.37	0	6.343	0.000
Business Goals Coefficients	0.531	0.083	0.572	6.398	0.000

4.7.5 Regression Analysis for Variable Top Management Involvement

Table 4.23 shows the regression model of Top Management Involvement versus succession management. As indicated in the table 4.23, the coefficient of determination R square is 0.575 and R is 0.759. The statistic R which is .759 is the correlation coefficient which implies a strong positive relationship between Top Management Involvement and succession management. The coefficient of determination R square implies that 57.5% of the variation on the implementation of succession management in

state corporations in Kenya is explained by the variation of Top Management Involvement. The other 42.5% of the variation in succession management is explained by other factors not included in the model. The regression model results imply that the level of top management involvement in implementation of Succession Management in many state corporations is not high and this affects implementation of succession management. These findings were in line with findings by Rothwell (2007) that the level of top management determine how effectively Succession Management is carried out in the organization.

Table 4.23: Top Management Involvement Regression Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.759[a]	0.57589	0.57084	0.30263

Table 4.24 shows the results of Analysis of Variance (ANOVA) on alignment to Top Management Involvement versus succession management. Table 4.24 shows that the ANOVA indicate that the p-value of the F statistic is equal to 0.00 which is less than 0.05. This demonstrates that the estimator in the one parameter regression analysis is significantly not equal to zero. This implies that the predictor Top Management Involvement has significant influence on succession management in Kenya state corporations.

Table 4.24: Top Management Involvement ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	13.705	1	13.705	493.363	.000[b]
Residual	2.33342	84	0.02778		
Total	16.0385	85			

Table 4.25 presents beta coefficient of alignment to Top Management Involvement versus succession management was 0.531. The regression model was thus Y= 0.8281 + $0.625X_2$. The T statistics for the constant and coefficient of Top Management Involvement policy are 6.343 and 6.398 respectively both with p values of 0.000. Since the p values of the T statistics are both less than 0.05, it implies that the constant, 2.347 and coefficient of $X_{1,}$ 0.531 are both significant at 95% confidence. The P value (Sig) of the coefficient is less than 0.005. If a P value (Sig) is greater than 0.005, the null hypotheses is accepted and if a P value (Sig) is less than 0.005, the alternative hypothesis should accepted (Yin, 2009). Based on this review, the following hypothesis can be proposed: $H_{1:}$ that Top Management Involvement significantly influences succession management in state corporations in Kenya. This shows that top management involvement is a major factor that influences Succession Management in many state corporations in Kenya. These findings relate to the findings by Charles (2010), where he found out that top management involvement greatly influences implementation of Succession Management in organizations.

Table 4.25: Top Management Involvement Coefficients

	Unstandardized Coefficients	**Std. Error**	**Standardized Coefficients**	**T**	**Sig.**
(Constant)	2.97072	0.16496		18.089	0.000
Top management involvement	0.54653	0.05117	0.75888	10.6801	0.000

4.7.6 Regression Analysis for Variable Talent Pool Development

Table 4.26 shows the regression model of Talent Pool Development versus effective succession management. As indicated in the table 4.26, the coefficient of determination R square is 0.551and R is .743. The statistic R which is .743 is the correlation coefficient which implies a strong positive relationship between Talent Pool Development and effective succession. The coefficient of determination R square implies that 55.1% of the variation on the implementation of succession management in state corporations in Kenya is explained by the variation of Talent Pool Development. The other 44.9% of the variation in succession management is explained by other factors not included in the model. The regression result indicates that talent pool development plays a key role in implementation of Succession Management in state corporations in Kenya. These findings relate to those of Miguel (2007) where he found out that organizations with talent pool development systems had succession management.

Table 4.26: Talent Pool Development Regression Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.743a	.551	.546	.31125

Table 4.27 shows the results of Analysis of Variance (ANOVA) on Talent Pool Development versus effective succession management. Table 4.27 shows that the ANOVA indicate that the p-value of the F statistic is equal to 0.00 which is less than 0.05. This demonstrates that the estimator in the one parameter regression analysis is significantly not equal to zero. This implies that the predictor Talent Pool Development has a significant influence on effective succession management in Kenya state corporations.

Table 4.27: Talent Pool Development ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	10.002	1	10.002	103.242	.000b
Residual	8.138	84	.097		
Total	18.140	85			

Table 4.28 presents beta coefficient of Talent Pool Development versus succession management was 0.855. The regression model was thus Y= 3.317+ 0.855. The T statistics for the constant and coefficient of Talent Pool Development are 23.696 and 10.161 respectively, both with p values of 0.000. Since the p values of the T statistics are both less than 0.05, it implies that the constant, 3.317 coefficient of X1, 0.855 are both significant at 95% confidence level. If the P value (Sig) of the coefficient is less than 0.005. If a P value (Sig) is greater than 0.005, then the null hypotheses is accepted and if a P value (Sig) is less than 0.005, the alternative hypothesis should be accepted (Green & Tull, 2009).

Table 4.28: Talent Pool Development Coefficients

	Unstandardized Coefficients	Std. Error	Standardized Coefficients	T	Sig.
(Constant)	3.31687	0.13998		23.6957	0.000
Talent Pool Development	0.8545	0.0841	0.74255	10.1608	0.000

4.7.7 Regression Analysis for Variable Monitoring and Evaluation

Table 4.29 shows the regression model of Monitoring and Evaluation versus succession management. As indicated in the table 4.29, the coefficient of determination R square is 0.595 and R is .771a. The statistic R which is .771 is the correlation coefficient which implies a strong positive relationship between Monitoring and Evaluation and succession management. The coefficient of determination R square implies that 59.5% of the variation on the implementation of succession management in state corporations is explained by the variation of Monitoring and Evaluation. The other 40.5% of the variation in succession management is explained by other factors not included in the model. The regression results indicate that implementation of monitoring and evaluation systems support Succession Management. These findings relate to those of Wellins (2009) where he found out that monitoring and evaluation systems provide organizations with a supportive environment for tracking implementation of Succession Management.

Table 4.29: Monitoring and Evaluation Regression Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.771[a]	0.59477	0.58994	0.29582

Table 4.30 shows the results of Analysis of Variance (ANOVA) on Monitoring and Evaluation versus succession management. Table 4.30 shows that the ANOVA indicate that the p-value of the F statistic is equal to 0.00 which is less than 0.05. This demonstrates that the estimator in the one parameter regression analysis is significantly not equal to zero. This implies that the predictor Monitoring and Evaluation has significant influence on succession management in Kenya state corporations.

Table 4.30: Monitoring and Evaluation ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	10.7888	1	10.7888	123.288	.000[b]
Residual	7.35073	84	0.08751		
Total	18.1395	85			

Table 4.31 presents beta coefficient of Monitoring and Evaluation versus succession management was 0.472. The regression model was thus Y= 3.06 + 0.472X. The T statistics for the constant and coefficient of Monitoring and Evaluation policy are 20.282 and 11.104 respectively both with p values of 0.000. Since the p values of the T statistics are both less than 0.05, it implies that the constant, 3.06 and coefficient of X, 0.472 are both significant at 95% confidence level.

Table 4.31: Monitoring and Evaluation Coefficients

	Unstandardized Coefficients	Std. Error	Standardized Coefficients	T	Sig.
(Constant)	3.06021	0.15088		20.2821	0.000
Monitoring and Evaluation	0.47152	0.04247	0.77121	11.1035	0.000

4.8 Optimal Model

A multiple regression model was fitted to determine whether the independent variables jointly affected the dependent variable. As a result, this subsection examines whether the multiple regression equation can be used to explain the nature of the relationship that exists between the independent variables and the dependent variable. The multiple regression model was of the form:

$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + e$

Where;

Y= Effective Succession Management

B_1 = Coefficients of X_1, X_2, X_3, X_4 and X_5 (for I = 1to5)

X_1 = Human Resource Policy

X_2 = Top management involvement

X_3 = Alignment to Business Goals

X_4 = Talent Pool Development

X_5 = Monitoring and Evaluation

b_0 = Constant of regression

e. = error term

Table 4.32 shows the regression model of all the independent variables. As indicated in the table 4.32 the coefficient of determination R square is 0.852 and R is 0.923. The coefficient of determination R square implies that 85.2% of the variation on the implementation of succession management in state corporations in Kenya is explained by the variation of all the independent variables in the model. Only 14.8% of the variation in succession management is explained by other factors not included in the model. This is an indication that the model is a perfect fit as it is above 80% and adding other predictor factors to the model would not improve the model in any way.

Table 4.32: Overall Regression Model

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.923	0.852	0.852	0.28769

Table 4.33 shows that the ANOVA indicate that the p-value of the F statistic is equal to 0.00 which is less than 0.05. This demonstrates that the estimators in the multiple regression analysis are jointly not equal to zero hence implying that the model has a good fit.

Table 4.33: Analysis of Variance (ANOVA)

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	8.627	5	1.725	14.512	.000[b]
Residual	9.512	80	0.119		
Total	18.14	85			

Table 4.34 presents the coefficients of the overall regression model of constraints affecting implementation of succession management in state corporations in Kenya. The coefficient of (X_1) human resource policy was 0.674, the coefficient of (X_2) top management involvement was 0.44653, the coefficient of (X_3) alignment to business goals was 0.4531, the coefficient of (X_4) talent pool development was 0.78545 and the coefficient of (X_5) monitoring and evaluation was 0.347. The table 4.34 also shows that the T statistics for the constant and coefficients of the constant, Human Resource Policy, Top management involvement, Business Goals Coefficients, Talent Pool Development and Monitoring and Evaluation are 18.074, 11.998, 9.89716, 0.453, 5.78672, and 10.0172 respectively all with p values of 0.000. Since the p values of the T statistics are

both less than 0.05, it implies that the constant, coefficients are all significant at 95% confidence level. Since the T statistic for all the estimators in the model had p values less than 0.05, the researcher accepted the alternative hypotheses that the independent variables had a significant influence on succession management and thus accepted the alternative hypothesis and concluded that each of the independent variables Human Resource Policy, Top management involvement, Business Goals, Talent Pool Development and Monitoring and Evaluation have significant positive influence on the dependent variable succession management.

The regression model was thus Y= 3.064 + 0.674X2+ 0.447X2+ 0.453X2+ 0.785X2+ 0.347. The regression model implies that all the coefficient of all the independent variables were significant in influencing implementation of succession management in state corporations. These results corroborate with findings by Beheshti (2010), where he identified that many organizations lack supportive human resource policy for guiding implementation of succession management. Charles (2009) argued that the level of top management involvement in implementation of organization business strategies determines the effectiveness of succession management in organizations. Further findings by Schein (2007) showed that alignment of business goals with organization human resource objectives enhances implementation of succession management. Findings by Miguel (2007) found out that organizations with talent pool development systems were relatively more effective in their succession management agenda. Wellins (2009) argued that monitoring and evaluation systems provide organizations with a supportive environment for tracking implementation of Succession Management programs.

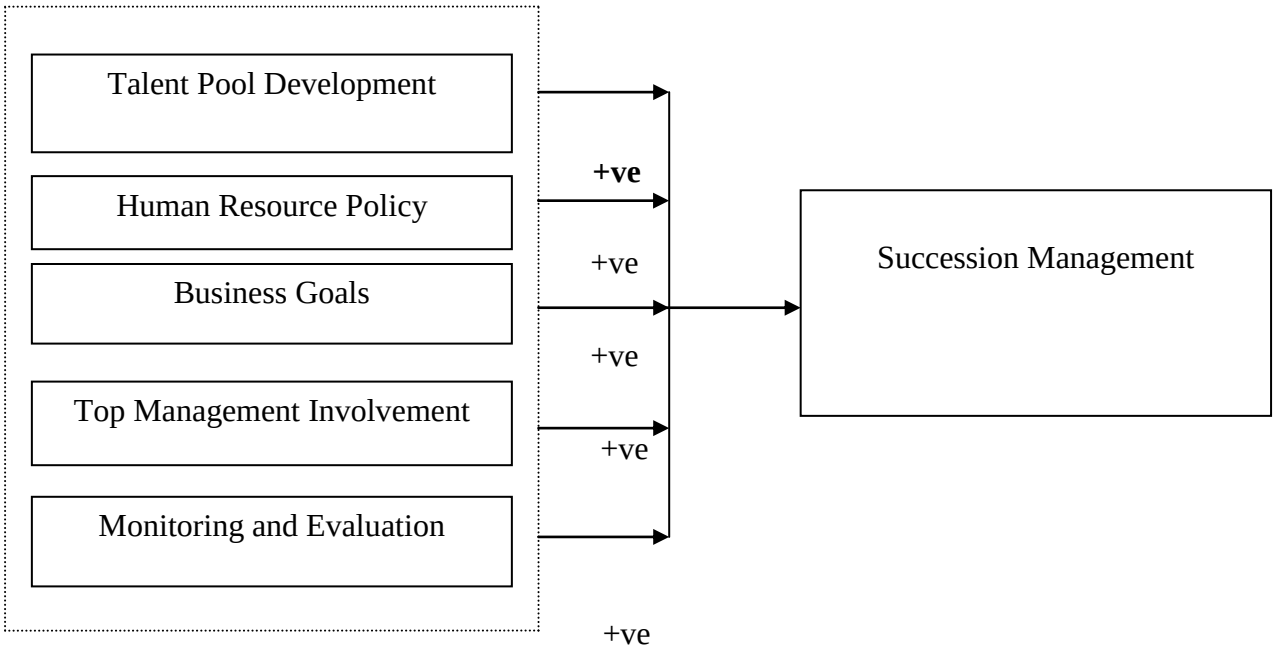
Table 4.324: Coefficients of All Independent Variables

	Unstandardized Coefficients	Std. Error	Std Coefficients	t	Sig.
(Constant)	3.06384	0.16951		18.0742	0
Human Resource Policy	0.6743	0.0562	0.6795	11.9982	0
Top management involvement	0.44653	0.04512	0.67589	9.89716	0
Business Goals	0.4531	0.0783	0.4572	5.78672	0
Talent Pool Development	0.78545	0.07841	0.67426	10.0172	0
Monitoring and evaluation	0.347	0.0683	0.3972	4.78672	0

4.9 Revised Conceptual Framework

The study findings showed that all the independent variables had significant influence on succession management and also the constant term was also found to be significant. The combined effect model was thus considered optimal. The adjusted R^2 was also found to be equal to the R^2 which implied that the model was a perfect fit. There was no element of under fitting or over fitting and there was no significant changes on the variables and all the alternative hypotheses were accepted. This showed that there was no variable required to be added or removed to improve the model and thus the hypothetical model did not change and remained as illustrated in figure 4.4.

The results in the conceptual framework show how the independent variables influence the dependent variable in their order of influence as appearing below.



Independent Variables **Dependent Variable**

Figure 4.4: Revised Conceptual Framework

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the summary of the key findings against the study objectives and the corresponding hypothesis. It then draws conclusions based on these findings and discussions are put forth for the recommendations of the study based on both policy and practice. Finally, the chapter presents the study limitations and recommendations for further areas of research.

5.2 Summary of Major Findings

The overall objective of the study was to establish the constraints to succession management in state corporations in Kenya. The study specially aimed to; establish the influence of human resource policy; ascertain the influence of business goals; establish the influence of top management involvement; evaluate the role of talent pool development; assess the influence of Monitoring and Evaluation systems on succession management in state corporations in Kenya. The major findings summarized from the five specific objectives of the study are as follows;

5.2.1 Human Resource Policy

The study sought to establish whether human resource policy influences succession management in state corporations. The study found out that human resource policy has a strong thus significant positive correlation with implementation of succession management in state corporations in Kenya; with Pearson Correlation Coefficient of 0.795, the significance level is high. The regression model on human resource policy versus succession management had a coefficient of determination R square is 0.631 and R was 0.795. The coefficient of determination R square implies that 63.1% of the

variation on the implementation of succession management in state corporations in Kenya is explained by the variation of human resource policy. These findings concurred with Armstrong (2009) that human resource policies which are codified systems for decision making established by organizations to support administrative personnel functions thus play a critical role in influencing succession management in organizations.

5.2.2 Business Goals

The study aimed to ascertain whether business goals influence succession management in state corporations. According to the findings, Pearson Correlation Coefficient of alignment to business goals was 0.572 and this is a clear indication that alignment to business goals has a positive correlation with succession management in state corporations in Kenya. The coefficient of determination R square was 0.327 and this implied that 32.7% of the variation on the implementation of succession management in state corporations in Kenya is explained by the variation of Business goals. The adjusted R square of 0.319 which was less than the R square statistic was an indication that the model is well fitted; adding other predictor factors to the model would not improve the model. These findings corroborate with findings by Geus (2008) where he noted that business goals influence succession management in organizations as where there is a clear understanding of business strategy by top management staff, managers are able to align their day to day programs with the business goals and employees are committed to support achievement of the business goals.

5.2.3 Top Management Involvement

The study sought to establish whether top management involvement influences succession management in state corporations. The study findings revealed that Pearson Correlation Coefficient of top management involvement was 0.643 and this was a clear indication that top management involvement has a positive correlation with succession

management in state corporations in Kenya. The findings further showed that the regression model of Top Management Involvement versus succession management had a coefficient of determination R square was 0.575 and this implied that there existed a strong positive relationship between Top Management Involvement and succession management. The coefficient of determination R square implies that 57.5% of the variation on the implementation of succession management in state corporations in Kenya is explained by the variation of Top Management Involvement. These findings relate to the findings by Guest's (2007), where he found out that top management involvement greatly influences implementation of Succession Management in many organizations. Tracy (2009) noted that the level of top management involvement in the execution of succession management programs determines the level of success achieved in determining the holders of critical roles within the company and enhancing their capacities.

5.2.4 Talent Pool Development

The study sought to identify whether talent pool development influences succession management in state corporations. According to the study findings, Pearson Correlation Coefficient of top talent pool development was 0.758 and this is a clear indication that talent pool development has a strong positive correlation with succession management in state corporations in Kenya. The findings further showed that the regression model of Talent Pool Development versus succession management was 0.551 and this showed that 55.1% of the variation on the implementation of succession management in state corporations in Kenya is explained by the variation of Talent Pool Development. Rothwell (2007) inferred that many state corporations have an average level of top management support and this determines how Succession Management is implemented in those organizations.

5.2.5 Monitoring and Evaluation Systems

The study further assessed whether Monitoring and Evaluation influence succession management in state corporations. The study findings showed that Pearson Correlation Coefficient of monitoring and evaluation systems was 0.457 and this is a clear indication that monitoring and evaluation systems have a strong positive correlation with succession management in state corporations in Kenya. The regression model of Monitoring and Evaluation versus succession management had a coefficient of determination R square of 0.595 hence indicating that 59.5% of the variation on the implementation of succession management in state corporations in Kenya is explained by the variation of Monitoring and Evaluation.

5.3 Conclusions

Based on the study findings, the study concludes that succession management in state corporations in Kenya is constrained by among other factors, weak Human Resource Policy regimes, Inadequate Top management involvement, Non-alignment with Business Goals, lack of Talent Pool Development mechanisms and weak Monitoring and Evaluation systems. Human resource policy is a major factor that influences succession management in state corporations in Kenya. Therefore, the study concluded that the HR policy framework factors notably; robust governance structures, compliance with HR policies such as on recruitment, performance and reward management as well as leadership development influences secession management in the state corporations in organizations. The findings concurs with those of Byham (2009) where he found out that governance structures and compliance with HR policies determines the extent to which organizations can effectively implement succession management.

The study also concluded that business goals factors notably; clear understanding of the business strategy; alignment to strategic goals; employee commitment to goals; employee/employer relationships and accurate projections based on the manpower needs

of the organization to a large extent influence implementation of succession management in Kenya state corporations. These findings relate to the findings by Alexander (2007) where he noted that business goals are important in any organization as they define the strategic direction for the organization and that Succession Planning must after all be aligned to the business goals.

It was also concluded that top management involvement factors; notably leadership styles**,** delegation, stakeholders influence**,** top management team influence on the choice of candidates and the practice of selecting high-potential managers on the basis of their past performance are key aspects of top management involvement that influence secession management in state corporations in Kenya. Tracy (2009) affirmed that that leadership styles**,** stakeholders influence**,** top management team influence on the choice of candidates and the practice of selecting high-potential managers on the basis of their past performance influences succession management in state corporations in Kenya.

Further, it was concluded clear employees' competencies profiling, talent pool mapping, employee selection processes, accurate predictions on a new hire's on-the-job performance, mentoring and coaching, lateral transfers and deployments and career development are key aspects of talent development that determine the effectiveness of succession management in state corporations in Kenya. These findings support the learning model that factors such as competencies profiling, talent pool mapping, employee selection processes, mentoring and coaching, lateral transfers promotes talent development in organizations (George, 2010). Also, the study concluded that the key components of an effective monitoring and evaluation system which include action planning, continuous tracking on programs as well as on output and outcomes, are all important and would go a long way in supporting succession management in organizations in Kenya.

5.4 Recommendations

In order to mitigate the constraints to succession management in state corporations in Kenya, the study makes the following recommendations;

State corporations 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.

For state corporations to effectively implement succession management, the study recommends that human resource managers, just like other senior line managers in state corporations must be enabled to deepen their knowledge and demonstrate a clear understanding of the organization's business strategy. They will then be in a position to align HR programs and activities to the wider organizational strategic goals.

It is also necessary to provide employees with adequate information on the business strategy through involvement in order to increase their commitment towards achievement of the organizational goals. The organization's vision and objectives as well as the strategies to attaining those goals, including on key HR aspects such as talent attraction, development and retention must be shared by all. Management must forge a common/shared understanding of strategic goals.

Senior management staff should increase the level of involvement in implementation of succession management strategies and programs in organizations. Senior managers should employ effective leadership styles**,** encourage delegation of work to junior staff and objectively influence the choice of candidates for higher roles not only on the basis of their past performance but demonstrated potential.

State corporations should put in place elaborate talent pool development mechanisms that support succession management i.e. employees' competencies profiling, talent pool mapping, employee selection processes, and accurate predictions on a new hire's on-the-job performance as well as fit to role. Concomitantly, lower management staff should also be continuously mentored and coached and provided with career development opportunities.

The management of state corporations should design and implement effective monitoring and evaluation systems that will assist in tracking of progress in implementation of succession management programs in organizations. Such monitoring systems will help in the identification of early indicators of success, action planning and reporting on program output and outcomes; which will in turn lead to succession management in organizations.

5.5.1 Implications of the Study to Practice

The findings of this research suggest that the management of state corporations in Kenya need to mainstream succession management with the broader processes of corporate planning. To support this, the need for clear policy position and clear mechanisms for talent identification, talent pool development as well as mechanisms for tracking implementation of succession management programs are all important for day to day HR management and practice.

5.5.2 Theoretical Implications

This study makes significant contributions in the field of succession management in general and also specifically on the challenges of succession management in Kenya state corporations. The study confirms existing literature constraints to succession management in state corporations, particularly in Kenya. While scholarly research has examined the importance of succession management in organizations, its link to organizational strategic planning is an area to be further pursued and developed.

This is corroborated by Ivancevich (2007) findings that while Succession planning confers many benefits to organizations and that strategic Succession Planning leads to higher organizational success, many organizations are yet to implement succession management effectively and mainstream the same to the wider organizational planning processes.

5.5 Suggestions for Further Studies

This study contributes to the body of knowledge on succession management in general, and specifically so on effective Succession Management in state corporations in Kenya. The study contributes to the existing theoretical and empirical literature on succession management, which is an important field in the practice of human resource development.

The study also provides a well-founded critique of existing theories and empirical studies relating to effective succession management in state corporations. The study provides comprehensive documented findings that will act as important source of literature for future researchers and academicians on the existing practices and constraints to effective succession management in state corporations in Kenya.

The study adds more knowledge to the theory and practice of human resource management by providing models and theories that can be adopted by human resource managers in state corporations as guidelines to implement effective succession management in their organizations. The study is a milestone as it provides the platform for further research in the field of succession management in state corporations in Kenya. The findings revealed that there are diverse constraints to succession management in state corporations in Kenya including weak human resource policy, inadequate involvement of top management, non-alignment of HR processes such as Succession Planning to business goals/planning, lack of talent pool development and weak monitoring and evaluation systems. However, most state corporations are still in

the early stages of developing and implementing robust human resource policies and strategies and that may be the reason why succession management has not been given much emphasis.

The study could therefore be expanded further in future to articulate the constraints to succession management beyond state corporations in Kenya. Existing literature indicates that as a future avenue of research, there is need to undertake similar research in other organizations in Kenya and other countries in order to establish whether the explored constraints to succession management in state corporations in Kenya can be generalized to other organizations, including those in the private sector.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Dear Respondents,

I am a PHD student at Jomo Kenyatta University of Agriculture and Technology undertaking a research study on "**CONSTRAINTS TO SUCCESSION MANAGEMENT IN STATE CORPORATIONS IN KENYA**" which is a requirement for the award of the PHD Degree in Human Resource Management.

I'm therefore kindly requesting for your assistance to fill the attached questionnaires by ticking and recording the appropriate answers.

The information given will be handled confidentially, and will only be used only for academic purposes.

AMANI Y. KOMORA

REG. NO. HD 412-C004-2438/2011

APPENDIX II: QUESTIONNAIRE

CONSTRAINTS TO SUCCESSION MANAGEMENT IN STATE CORPORATIONS IN KENYA

Section 1

Personal Information

(Instruction -Tick where appropriate)

1. Age:

   - ☐ 18- 30yrs
   - ☐ 31-40 yrs
   - ☐ 41 –50 yrs
   - ☐ 51 yrs and over

2. Highest Education Level

   - ☐ Secondary level
   - ☐ College level
   - ☐ University level
   - ☐ Professional Qualification
     (Specify…….

3. Working Experience

   - ☐ Less than 5 years
   - ☐ 6-10 Years
   - ☐ 11-15years
   - ☐ 16 years and above

.**Section 2: Human Resource Policy**

1. Does the organization have a policy on Succession Management?

- ☐ Yes
- ☐ No

If answer is no, please explain

……

2. If yes, in your opinion, does the policy framework help in Succession Management?

- ☐ Yes
- ☐ No

If No

explain……..

3. How would you rate the effectiveness of the applied HR policy framework on Succession Management?

- ☐ Very high
- ☐ High
- ☐ Average
- ☐ Low

4. Please indicate the extent to which the following aspects of HR policy influence SM. Please record your answer by ticking at the space provided, by the scale indicator.

(1= Not at all, 2 = Small extent, 3 = Moderate extent, 4 = Large extent, 5 = Very large extent)

	1	2	3	4	5
a) Governance Structures					
b) Compliance with HR policies					
c) Recruitment Policy					
d) Remuneration Policy					
e) Leadership Development policy					

6. How does the existing policy framework influence Succession Management in the organization? (Explain)

……

Section 3: Alignment to Business Goals

1. Does the organization have business goals?

- ☐ Yes
- ☐ No

2. If yes, to what extent is Succession Management aligned to the business goals?

- ☐ Not at all
- ☐ A little
- ☐ Average
- ☐ Largely

3. If no, please explain

……..……..……

……

4. To what extent do business goals influence effective Succession Management in state corporations?

- ☐ To a very large extent
- ☐ To a large extent
- ☐ To a moderate extent
- ☐ To a small extent
- ☐ Not at all

5. Rate how you agree on the following aspects of business goals in relation to effective Succession Management in the organization

Please record your answer at the space provided, by the scale indicator.

(5= Strongly Agree, 4 = Agree, 3 = Neutral, 2= Disagree, 1 = Strongly Disagree)

Business Goals	1	2	3	4	5
a) Clear understanding of the business strategy					
b) Alignment to strategic goals					
c) Employee commitment to goals					
d) Employee/Employer Relationship					
e) Accurate projections based on the manpower needs of the organization					

6. Could you suggest how Succession Management can be aligned to organizational goals……
……

Section 4: Top Management Involvement

1. How would you rate the level of top management involvement in implementation of Succession Management in the organization?

- ☐ Very high
- ☐ High
- ☐ Average
- ☐ Low
- ☐ Very low
- ☐ Not at all

3. To what extent does top management involvement influence Succession Management in state corporations?

- ☐ To a very large extent
- ☐ To a large extent
- ☐ To moderate extent
- ☐ To a small extent
- ☐ Not at all

4. Rate how you agree on the following aspects of top management involvement in relation to effective Succession Management in the organization

Please record your answer at the space provided, by the scale indicator.

(5= Strongly Agree, 4 = Agree, 3 = Neutral, 2= Disagree, 1 = Strongly Disagree)

Top Management Involvement	1	2	3	4	5
a) Leadership styles					
b) Delegation					
c) Stakeholders influence					
d) Top management team influence on the choice of candidates					
e) Selecting high-potential managers on basis of past performance					

6. Could you suggest how the top management should be involved in the implementation of Succession Management in the organization?

……

……

Section 5: Talent Pool Development

1. Does the organization have a talent pool development system to support Succession Management?

- ☐ Yes
- ☐ No

2. To what extent does talent pool development affect Succession Management in the organization?

- ☐ To a very large extent
- ☐ To a large extent
- ☐ To moderate extent
- ☐ To a small extent
- ☐ Not at all

3. Rate how you agree on the following aspects of talent pool development in relation to effective Succession Management in the organization

   Please record your answer at the space provided, by the scale indicator.

   (5= Strongly Agree, 4 = Agree, 3 = Neutral, 2= Disagree, 1 = Strongly Disagree)

Talent Pool Development Factors	1	2	3	4	5
a) Clear employees competencies profiling					
b) Talent pool mapping					
c) Employee selection processes					
d) Accurate predictions on a new hire's on-the-job performance					
e) Mentoring and coaching					
f) Lateral transfers and deployments					
g) Career development					

6. How does talent pool development influence Succession Management in the organization? (Explain)

……

……

Section 6: Monitoring and Evaluation

1. Are there systems for monitoring and evaluation of the effectiveness of Succession Management programs in the organization?

- ☐ Yes
- ☐ No

2. To what extent does monitoring and evaluation systems affect Succession Management in the organization?

- ☐ To a very large extent
- ☐ To a large extent
- ☐ To moderate extent
- ☐ To a small extent
- ☐ Not at all

3. Rate how you agree on the following aspects of monitoring and evaluation systems in relation to effective Succession Management in the organization

Please record your answer at the space provided, by the scale indicator.

(5= Strongly Agree, 4 = Agree, 3 = Neutral, 2= Disagree, 1 = Strongly Disagree

Monitoring and Evaluation Systems	1	2	3	4	5
Existence of Succession Management programs					
Identification of early indicators of success on SM					
Tracking the progress of SM programs					
Action planning					
Program output and outcomes					

3. Could you suggest how the organization should improve on Monitoring and Evaluation systems in order to effectively undertake Succession Management?

……

……

Section 7: Effective Succession Management

1. Rate how you agree on how the following factors contribute to effective Succession Management in the organization. Please record your answer at the space provided, by the scale indicator.

(5= Strongly Agree, 4 = Agree, 3 = Neutral, 2= Disagree, 1 = Strongly Disagree

Effective Succession Management	1	2	3	4	5
a) Existence of Human Resource Strategy					
b) Talent Acquisition and Management Programs					
c) Leadership Development Programs					
d) Human Resource Planning System					
e) Knowledge Management Mechanisms					
f) Employees Skills Inventory Management System					

General Comment (if any)

……

……

……

……

Thank You for taking time to respond to this questionnaire.

APPENDIX III: RELIABILITY AND VALIDITY RESULTS

	X11	X12	X13	X14	X15	X21	X22	X23	X24	X25	X31	X32	X33	X34	X35	X41	X42	X43	X44	X45	X46	X47	X51	X52	X53	X54	X55
X11	1.00	0.88	0.88	0.85	0.88	0.25	0.36	0.33	0.18	0.04	0.30	0.32	0.17	0.15	0.08	0.01	0.19	0.30	0.14	0.35	0.25	0.05	0.02	0.21	0.07	0.05	0.13
X12	0.88	1.00	0.77	0.78	0.78	0.23	0.39	0.33	0.16	0.04	0.26	0.28	0.14	0.13	0.07	0.01	0.17	0.27	0.10	0.37	0.24	0.04	0.02	0.21	0.06	0.05	0.10
X13	0.88	0.77	1.00	0.87	0.88	0.14	0.04	0.08	0.19	0.33	0.11	0.09	0.19	0.21	0.29	0.37	0.18	0.10	0.22	0.06	0.13	0.32	0.35	0.15	0.30	0.31	0.24
X14	0.85	0.78	0.87	1.00	0.93	0.13	0.01	0.07	0.19	0.37	0.09	0.07	0.19	0.21	0.32	0.40	0.18	0.08	0.27	0.03	0.13	0.35	0.38	0.15	0.34	0.35	0.28
X15	0.88	0.78	0.88	0.93	1.00	0.24	0.36	0.32	0.18	0.03	0.28	0.30	0.18	0.16	0.08	0.01	0.20	0.30	0.13	0.34	0.25	0.04	0.02	0.23	0.06	0.05	0.12
X21	0.25	0.23	0.14	0.13	0.24	1.00	0.80	0.88	0.91	0.80	0.03	0.08	0.04	0.18	0.36	0.36	0.12	0.24	0.25	0.19	0.33	0.14	0.02	0.14	0.21	0.25	0.32
X22	0.36	0.39	0.04	0.01	0.36	0.80	1.00	0.88	0.92	0.80	0.04	0.07	0.04	0.17	0.39	0.39	0.09	0.23	0.24	0.18	0.33	0.12	0.02	0.11	0.20	0.24	0.27
X23	0.33	0.33	0.08	0.07	0.32	0.88	0.88	1.00	0.92	0.78	0.33	0.28	0.33	0.19	0.04	0.05	0.25	0.14	0.13	0.18	0.07	0.22	0.35	0.22	0.16	0.13	0.10
X24	0.18	0.16	0.19	0.19	0.18	0.91	0.92	0.92	1.00	0.79	0.37	0.32	0.36	0.18	0.02	0.02	0.30	0.13	0.13	0.17	0.06	0.23	0.39	0.25	0.16	0.13	0.08
X25	0.04	0.04	0.33	0.37	0.03	0.80	0.80	0.78	0.79	1.00	0.03	0.09	0.04	0.19	0.35	0.35	0.12	0.23	0.25	0.20	0.32	0.14	0.01	0.14	0.22	0.24	0.30
X31	0.30	0.26	0.11	0.09	0.28	0.03	0.04	0.33	0.37	0.03	1.00	0.99	0.99	0.99	0.99	0.06	0.01	0.39	0.30	0.35	0.14	0.07	0.20	0.12	0.05	0.13	0.03
X32	0.32	0.28	0.09	0.07	0.30	0.08	0.07	0.28	0.32	0.09	0.99	1.00	0.84	0.84	0.84	0.05	0.01	0.41	0.27	0.37	0.11	0.07	0.18	0.09	0.04	0.10	0.03
X33	0.17	0.14	0.19	0.19	0.18	0.04	0.04	0.33	0.36	0.04	0.99	0.84	1.00	0.99	0.99	0.30	0.38	0.03	0.10	0.06	0.22	0.29	0.18	0.25	0.32	0.23	0.34
X34	0.15	0.13	0.21	0.21	0.16	0.18	0.17	0.19	0.18	0.19	0.99	0.84	0.99	1.00	0.96	0.34	0.41	0.01	0.09	0.04	0.25	0.33	0.17	0.30	0.35	0.27	0.37
X35	0.08	0.07	0.29	0.32	0.08	0.36	0.39	0.04	0.02	0.35	0.99	0.84	0.99	0.96	1.00	0.06	0.00	0.39	0.28	0.34	0.13	0.08	0.21	0.11	0.05	0.12	0.02
X41	0.01	0.01	0.37	0.40	0.01	0.36	0.39	0.05	0.02	0.35	0.06	0.05	0.30	0.34	0.06	1.00	0.86	0.98	0.95	0.91	0.91	0.93	0.03	0.03	0.34	0.37	0.02
X42	0.19	0.17	0.18	0.18	0.20	0.12	0.09	0.25	0.30	0.12	0.01	0.01	0.38	0.41	0.00	0.86	1.00	0.98	0.94	0.91	0.79	0.78	0.07	0.06	0.30	0.34	0.07
X43	0.30	0.27	0.10	0.08	0.30	0.24	0.23	0.14	0.13	0.23	0.39	0.41	0.03	0.01	0.39	0.98	0.98	1.00	0.94	0.92	0.80	0.81	0.15	0.12	0.22	0.23	0.14
X44	0.14	0.10	0.22	0.27	0.13	0.25	0.24	0.13	0.13	0.25	0.30	0.27	0.10	0.09	0.28	0.95	0.94	0.94	1.00	0.91	0.97	0.98	0.38	0.40	0.03	0.01	0.37
X45	0.35	0.37	0.06	0.03	0.34	0.19	0.18	0.18	0.17	0.20	0.35	0.37	0.06	0.04	0.34	0.91	0.91	0.92	0.91	1.00	0.94	0.96	0.34	0.33	0.06	0.05	0.32
X46	0.25	0.24	0.13	0.13	0.25	0.33	0.33	0.07	0.06	0.32	0.14	0.11	0.22	0.25	0.13	0.91	0.79	0.80	0.97	0.94	1.00	0.88	0.30	0.26	0.11	0.09	0.28
X47	0.05	0.04	0.32	0.35	0.04	0.14	0.12	0.22	0.23	0.14	0.07	0.07	0.29	0.33	0.08	0.93	0.78	0.81	0.98	0.96	0.88	1.00	0.21	0.21	0.15	0.15	0.23
X51	0.02	0.02	0.35	0.38	0.02	0.02	0.02	0.35	0.39	0.01	0.20	0.18	0.18	0.17	0.21	0.03	0.07	0.15	0.38	0.34	0.30	0.21	1.00	0.85	0.87	0.98	0.80
X52	0.21	0.21	0.15	0.15	0.23	0.14	0.11	0.22	0.25	0.14	0.12	0.09	0.25	0.30	0.11	0.03	0.06	0.12	0.40	0.33	0.26	0.21	0.85	1.00	0.87	0.98	0.80
X53	0.07	0.06	0.30	0.34	0.06	0.21	0.20	0.16	0.16	0.22	0.05	0.04	0.32	0.35	0.05	0.34	0.30	0.22	0.03	0.06	0.11	0.15	0.87	0.87	1.00	0.99	0.77
X54	0.05	0.05	0.31	0.35	0.05	0.25	0.24	0.13	0.13	0.24	0.13	0.10	0.23	0.27	0.12	0.37	0.34	0.23	0.01	0.05	0.09	0.15	0.98	0.98	0.99	1.00	0.78
X55	0.13	0.10	0.24	0.28	0.12	0.32	0.27	0.10	0.08	0.30	0.03	0.03	0.34	0.37	0.02	0.02	0.07	0.14	0.37	0.32	0.28	0.23	0.80	0.80	0.77	0.78	1.00