

**EFFECTS OF SUCCESSION PLANNING ON ORGANISATION PERFORMANCE
AMONG NON-GOVERNMENTAL ORGANISATIONS' IN KENYA**

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**Thesis Presented to the Institute of Graduate Studies in Partial Fulfillment of the
Requirement for the Award of Doctor of Philosophy Degree in Business Administration**

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DECLARATION

I hereby declare that this research project is my original work and has not been submitted to any of the University or College for purposes of examination or academic award. Any information given is my entire work and all the relevant sources are quoted and acknowledged accordingly

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RECOMMENDATION

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DEDICATION

This project is dedicated to my lovely wife Sheilla Mideva and our wonderful daughter Jasmine Hawi.

ABSTRACT

Succession planning is a critical tool for guaranteeing organisational growth and continuity. Employees in an organisation always choose to move on to other career opportunities, retire or leave for many other reasons. This is a challenge to the organisations' ability in ensuring continuity of their needed right workforce. This study assessed the effects of succession planning practices on organisational performance among Non-Governmental Organisations' (NGOs) in Kenya. The specific objectives were to: identify the scope of succession planning practices, establish the extent to which succession planning influences stakeholder's outcomes, explore the role of succession planning on internal business process and determine the extent to which succession planning contributes to the growth of NGOs in Kenya. Relevant literatures were reviewed in order to develop a theoretical and conceptual framework, assist in fine-tuning the statement problem, establish the gap for the study and guide in the development of survey questionnaire. The research adopted descriptive and quantitative research designs. The targeted population of the study was 1172 NGOs based in Nairobi and the sample for the study was (n=270). The primary data was collected using a questionnaire. Descriptive analysis was carried out on categorical data. Inferential analysis was conducted with the use of non-parametric tests. Secondary data was collected through review of relevant literatures. Findings revealed that majority of the organisations (n=270) had about 10 employees on average characterized low levels of succession planning practice. The practice of succession planning among NGOs indicated that; less than half of these organisations had written succession planning policies (39%) and only (18%) indicated that they identify potential successors. Overall, the model summary resulted to 42.2% of organisation performance as being explained by the combined effect of strategic HRM, succession characteristics and periodic assessment that constituted the depended variable of succession planning without moderating variable. The combined effect of strategic HRM, succession characteristics and periodic assessment that is succession planning on organisation performance whine moderating effect of years of establishment and total staff establishment applied changed to 44.7%. This implied that there is a significant effect of moderation effect of years of establishment and size of staff establishment on succession planning and organisation performance.

Keywords: Succession planning, Organisation performance, Non-Governmental Organisations, Stakeholder outcomes, internal business processes and institutional growth.

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ACRONYMS

ALNAP	Active Learning Network for Accountability and Performance
CEO	Chief Executive Officer
CI	Confidence Interval
Chi	Chi-Square
Coef	Coefficient of correlation
BSC	Balanced Scorecard
GoK	Government of Kenya
HIV/AIDs	Human Immuno Virus and Acquired Immune Deficiency Syndrome
HR	Human Resources
HRM	Human Resource Management
IT	Information Technology
KPMG	Klynveld Peat Marwick Group
NGO	Non-Governmental Organisations
NPOs	Not-for Profit Organisation
Obs	Observations
OP	Organisational Performance
PACE	Pressures, Actions, Capabilities, and Enablers
PO	Profit Organisations
SEM	Structured Equation Model
SP	Succession Planning
SPSS	Statistical Package for Social Sciences
SS	Sum of Squares
USA	United States of America

CHAPTER ONE:

INTRODUCTION

1.1 Background of the Study

This chapter introduces the background to the study on succession planning, organisation performance and non-governmental organisations' (NGOs) in general. It presents the problem statement, the research objectives, the research questions, the hypothesis, the significance of the study, the scope as well as limitations to the study.

1.1.1 Succession Planning

Succession planning is described as the means through which organisations prepare for and replace managers and employees to ensure that there is continuity of the needed workforce in the organisation. According to Rothwell (2001), people in the organisation always choose to move on to other career opportunities, retire or leave for many other reasons. Succession planning is, therefore, a critical tool for guaranteeing organisational growth and continuity. It eliminates substantial gaps in institutional memory, institutional knowledge and leadership through strategic placement of key personnel needed in the organisation. Whether public or private, the organisation's survival is based on its ability to bring on board and sustain high quality workforce over a period of time. Many organisations are currently facing mounting pressure to ensure their sustainability, flexibility, and responsiveness to the increasing uncertainty and limitations in the economic world. Ultimately, increased turbulence in the employment environment, characterized by organisational restructuring, funding uncertainties and increasing program complexities have substantial effects on the ways organisations respond to workforce replacement (Caudron, 1999).

At a global level, succession planning is receiving more attention not only as a concern for the management of human resources, but also as an institutional strategic management component for ensuring performance and growth. In one of the recent surveys by Rothwell (2010), top corporate companies revealed that the main reasons for having succession

planning programs are attributed to the challenge of maintaining a pool of potential successors. However, at a local level, Kenya's Vision 2030 has recognized that the country's main potential lies on its people. Indeed, the Kenya's Vision 2030 has identified strategic management of human resources as a key foundation for national socio-economic transformation. Kenya as country, intends to create a globally competitive and adaptive human capital base to meet the requirements for its economy that is rapidly industrializing (Government of Kenya, 2007). Against this background, it is evident that specific strategic management aspects such as Succession planning are beginning to gain importance and significance. Succession planning, therefore, is an important way of identifying an employee's current and potential skills that can be developed to help the organisation accelerate and maintain its performance in the future. In this sense then, succession planning provides organisations with systematic processes for; identifying, developing and promoting the growth of high potential employees in the succession pipeline (Leibman, Bruer, and Maki, 1996).

1.1.2 Organisation Performance

In the field of business and management, both research and practice have registered an increasing concern of linking strategic management of the organisation's resources to its performance. Organisation performance has been gaining importance in the NGO sector as a framework that can be adopted in improving management of organisations (Bendell, 2006). Organisational factors influencing high performance of NGOs have in the past been attributed to issues such as: goal setting, long-term decisions, organisation structure, task structure, communication and span of control. Assessment of NGO performance, therefore, is not an end in itself, rather it is one of the many sources that the organisation employs in order to learn how to effect and manage change that can be integrated as a process of Organisational awareness to increase accountability, institutional development, and continuous self-improvement (Active Learning Network for Accountability and Performance- ALNAP, 2006).

In general, the concept of organisational performance is based on the idea that, an organisation is a voluntary association of productive assets that include human, physical, and capital resources for the purpose of achieving shared objectives (Barney, 2002); given the fact that human capital in the organisation is an integral resource contributing to effective performance. It is therefore imperative to assess performance based on strategic alignment of available human resources of the Organisation. In this perspective, Rothwell (2001) describes succession planning's main objectives as follows; to improve job filling for key positions through broader candidate search, active development of long-term successors through ensuring their career progress, and ensuring that they get the range of work experience they need for the future to encourage a culture of progression.

1.1.3 The Non-Governmental Organisations

The origins and legitimacy of the term Non-Governmental Organisations (NGO) are multiple. The United Nations (UN) charter first used the term NGO in one of its clauses in 1947 (Markay, 1998). Global history of NGOs dates back as far after World War II with the initiation of the relief and development programs. Prior to the 1980's, the entire voluntary NGO sector remained generally unknown in most parts of Africa (Escobar, 1997). Through this historical evolution, NGOs came into being mainly to fill the gap after the realization that the government alone was unable to bring about development. The NGO's existence has, therefore, been broadly described in terms of social and welfare reform everywhere in the world. Poverty as the main subject of intervention has been perceived to be impeding peoples' access to opportunities such as good health, education, justice, good nutrition, safe water, and clean environment among others that NGOs seek to provide to the populace (Kirongo & Abdalla, 2009).

In Kenya, the NGOs Co-ordination Act of 1990 defined an NGO as a private voluntary grouping of individuals. It further explained that it is an association operated not for profit or other commercial purposes but which is organized nationally or internationally to operate solely for the benefit of the public at large. The scope of NGOs operations have, thus, been identified in areas such as health, agriculture, education, industry and supply of amenities, advocacy on good governance and other related services. According to NGO Coordination

board (2009), Kenyan NGOs are categorized based on their scope of operation as either National or International. National NGOs are those that operate within Kenya whereas, International NGOs operate beyond the national boundaries. By and large, NGOs are also categorized by the sectors in which they operate. Such categories include: welfare, water, youth, gender, environment, HIV/AIDS, agriculture, disability, refugees, health, population, relief, governance, children, micro-finance, informal sector, information and education (Rick, 2002).

In Kenya, recent developments in the NGO sector are marked by the enactment of Non-Governmental Organisations' Act 2012. The main objective of this Act is to encourage and support NGOs in their contribution to national development. This is to ensure that NGOs maintain high standards in their internal governance, practice transparency and accountability. Above all, the Act seeks to establish the authority of Non-governmental Organisations as a corporate body with perpetual succession (GoK, 2012). However, with such legal requirements in an era of stiff competition, characterized by mobility of professionals, it will be necessary to identify and develop leaders from within the organisation to empower and enhance continuity.

The need to develop succession plans as strategy for sustaining NGOs therefore becomes critical. This is due to the fact that many of the organisations indicate that they are having a formal succession plan. However, the depth and effectiveness of these plans are yet to be determined since most of the organisations continue to select their leaders through crisis management. According to GoK (2007), vision 2030 takes cognisance of this and points to the fact that Kenya's ability to fully benefit from its existing human capital has been hampered by inadequate management and planning. The vision 2030 of the country further notes with great concern and precision that, this mismatch between demand and supply needs to be corrected. Consequently, the rapidly growing economy of this country has started showing human resource constraints, particularly in the private sector, thus hampering sector performance. As such, Rothwell, (2001) noted that succession planning and management should support strategic planning and strategic thinking of the organisation. This provides an

essential starting point for management of employee development programs in support of continuous organisation performance.

1.2 Statement of the Problem

Every organisation needs a process of anticipating and making provisions for the movement of people into, within and out of the organisation. Non-governmental organisations (NGOs) constantly face challenges not only associated with evolving social, political and economic environment, but also with respect to rapid changing demographics of their workforce. NGOs Co-ordination Board (2009) recent report on National validation survey of NGOs in Kenya mentioned the desperate nature of the sector in terms of access to human capital that is increasingly threatening their existence in terms of their ability to retain the qualified workforce. This major concern is also pointed out in The Kenyan Human Resource Development Sector Report for the period 2011/12-2013/14 as one key area that Kenya as a country needs to consider. The NGO Act enacted in May 2012 in its main objective requires Non-governmental Organisations to maintain high standards in their internal governance so as to operate as corporate bodies with perpetual succession (GoK, 2012). The situation of increased mobility of staff makes most NGO's risk losing experienced and skilled work force, lose institutional memory and organisation identity in the long run.

The performance of NGOs as a major stakeholder in development is notably worrying as depicted in the previous declarations on aid effectiveness for Africa in Paris 2005, Accra 2008 and Bussan 2011. The last decade has, however, seen a radical criticism of foreign aid that is underpinned in the performance of NGOs. A fact that has been argued out on that foreign aid can only raise growth in a good policy environment together with sustained good leadership; in terms of management and governance as mentioned in a case study for aid effectiveness in Kenya (Mwega, 2010). However, the literature available points out that there is some level of succession planning in private and public organisation. Yet, none has demonstrated any documented empirical evidence on succession planning as practiced among Non-Governmental organisation in relation to organisation performance in the south of Sub-Sahara and Kenya in particular. This study therefore, intended to examine succession planning as

practiced by NGOs and establish the relationship between succession planning and organisation performance among Non-governmental organisations in Kenya.

1.3 General Objective

The general objective of this study was to establish the effects of succession planning on organisation performance among non-governmental organisation in Kenya.

1.4 Specific Objectives

- i. To examine the practices succession planning adopted among the Non-Governmental Organisations' in Kenya.
- ii. To establish the extent to which succession planning influences stakeholder's outcomes for Non-Governmental Organisations' in Kenya.
- iii. To explore the role of succession planning on internal business process among Non-Governmental Organisations' in Kenya.
- iv. To determine the extent to which succession planning contributes to the growth of Non-Governmental Organisations' in Kenya.

1.5 Research Question

- i. What succession planning practices exist among the Non-Governmental Organisations in Kenya?

1.6 Hypothesis

- i. H_{01} Succession planning has no significant influence on stakeholder's outcomes for Non-Governmental Organisations' in Kenya.
- ii. H_{02} Succession planning has no significant role on the internal business process of Non-Governmental Organisations' in Kenya.
- iii. H_{03} Succession planning has no significant contribution to the growth of Non-Governmental Organisations' in Kenya.
- iv. H_{04} Succession planning has no significant effect on the overall organisation performance of Non- Governmental Organisation in Kenya.

1.7 Significance of the Study

Kenya is realizing a robust growth in the number of Non-Governmental organisations in the private sector. According to the NGO Coordination Board (2009), the sector has been growing at an average rate of 400 Organisations per year since 2001. The originality of this study is based on the lack of evidence on empirical studies that directly examine practices of succession planning among the local NGOs in Kenya. Despite this, Succession planning has been a major concern in other parts of the world in both the private and public sectors across the globe. Hence, in this study effort was made to assess the practice of Succession planning and its impact on organisational performance as practiced among NGO's in Kenya.

The new legislation of NGO Act 2012 indeed requires development of policies to ensure its relevance and implementation. The findings of this study may be useful to policy developers of NGOs in Kenya about succession planning. This will be of importance in improving the quality of succession planning practices within the organisations. As an immediate outcome of this study, the findings will particularly be useful to academicians and researchers working on the field of succession planning in general and NGOs in particular. The Kenya National Coordination of NGOs, NGOs board members/trustees and senior management of NGOs may find this study to be of importance as it will generate evidence based information that can be referred to by management and governance of the Organisation. Furthermore, the same findings may act as an important aid to Organisation Development and Management Consultants as they will get insights on how to improve their own practice of implementing succession planning processes. Since most of the NGOs are dependent on funding, donors can gain awareness from the findings of this study on how to support the local NGOs through capacity building initiatives in developing effective Succession plans to enhance continuous Organisation performance.

1.8 Scope of the Study

The NGO Coordination Board of Kenya data base indicates that the country has 6004 registered NGOs. According to Orodho and Kombo (2002) selection of research site is essential for any study as it influences the usefulness of the information produced. The study site was the NGOs based Nairobi County. In its scope the study encompassed 1172 NGOs registered with National NGO's Coordination Board of Kenya that are based in Nairobi.

1.9 Limitation and Delimitation

This study was limited in terms of geographical coverage, that is, NGOs based in Nairobi. Fortunately, most of the NGOs in Kenya are concentrated in Nairobi. This is due to the fact that Nairobi is the capital city with centralisation of most services and facilities and majority of NGOs headquarters are established in Nairobi. To ensure proper presentation, a cross-sectional research design was used on targeted population to allow representation of all NGOs sampled to ensure all sectors of NGO operation are represented. This enhanced the extent to which study findings could be generalized beyond the sample used in the study (Burns and Grove, 2001). The other limitation encountered was the unwillingness and cooperation of the organisation to provide relevant information in time. This aspect stretched the time to collect data. However, the researcher made contacts with the organisation by sending email and automating the questionnaire for ease of response, made telephone calls and contracted research assistant to physically visit the organisation to collect the questionnaires in due time.

1.10 Definition of Terms

Succession Planning: Means through which organisations prepare for and replace managers and employees to ensure that there is continuity of needed workforce in the organisation (Rothwell, 2001). In this context succession planning is understood to be underpinned on strategic human resource management practices and strategic positioning of the organisation.

Organisation Performance: Organisational performance is the organisation's ability to attain its goals by using resources in an efficient and effective manner to achieve its goals and objectives (Daft, 2003; Richardo, 2001; Ostroff & Schmitt, 2000). In this study, organisation

performance is understood in the context of fulfillment of stakeholder's expectation, established and well-structured internal business process, learning and growth exhibited by the organisation.

NGOs: Means Non-governmental Organisations' which are registered exclusively under the NGO Act of Kenya and operating in Kenya (NGO Act, 2012).

INGOs: Means "International Non-Governmental Organisation" with their original registration being in a country other than Kenya, and operating in Kenya. However, in this study organisation identified as International NGOs were not involved (NGO Act, 2012).

Stakeholder outcome: This is used to imply the internal and external customer expected results including goals and objectives to be achieved out of the programs implemented by the NGOs and donors who are the sponsors, the direct beneficiaries' primary clients and board of trustees/directors of those organisations (Active Learning Network for Accountability and Performance- ALNAP, 2006).

Internal business process: Organisation factors that have an immediate impact on the business factored in as strategies that include: Innovative processes that create new products and services, increased customer value management processes, improved operational excellence for logistics Processes and adherence to regulatory and environmental framework (Kaplan and Norton, 2001). In this study internal business process encompasses all the organisational routines that include the processes of administration of employment practices, monitoring, evaluating, and communicating performance information leading to decision-making and action-taking by managers for achieving the goals of their organisation.

Growth: Is understood as the extent to which the organisation enhances its learning and capacity for innovations that is exemplified in the programs, attraction of professional pool, efficient use of resources, and the budget portfolio among others.

Periodic assessment: Is understood as the methods and tools used to monitor and evaluate implementation of succession planning (Rothwell, 2001)

CHAPTER TWO:

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature relating to succession planning and organisation performance. It outlines the theoretical review, concepts and models of succession planning and an organisation performance. It also summarises empirical review of recent studies and identifies the gaps in the area of study. The analysis in this chapter identifies variables that are illustrated as the conceptual framework of the study.

2.2 Succession Planning

Succession planning is defined as a process through which organisation prepares its employees to take over key positions over a period of time as a long-term strategy. According to Bain (1995), Succession planning seeks to address fundamental questions relating to: what happens in the outside world that can have a direct profound influence on the organisation's personnel plans that would bring about changes to the quantity and quality of man-power needed to support the mission and vision of an organisation. As a process, Rothwell (2001) asserts that, succession planning can help organisations to ensure stability and tenure of their workforce. For him, it is conceivably best understood as an effort by organisation to designed continued effective performance of work group by making provision for the development, replacement and strategic application of key people over time. Consequently, succession planning and management should support strategic planning and thinking of the organisation, provide essential management and employee development programs.

Nink & Fogg, 2006 in there development of the concept of Succession planning described it as a dynamic and ongoing process of systematically identifying, assessing, and developing leadership talent within the organisation. This depicts assessing, developing and recognizing key contributors to meet future Organisational strategic and operational needs as fundamental Organisation function. However, Schmalzried and Fallon (2007) described succession

planning as a proactive attempt by the leaders of the organisation to ensure that leadership is continuous, different positions are filled from within for any departures that may occur. To achieve outstanding results using succession planning, an organisation such as an NGO ought to develop an effective and highly focused strategy centered on Organisational future superiority.

2.2 Theoretical Perspective

The contingency theory was developed based on the principle of outgrowth of systems design. Galbraith, (1973) based his theory on two fundamental propositions as: there is no one best(better?) way to organize, and that methods of organizing are never equally effective. However, this theory is guided by the general orientation hypothesis that: an Organisation whose internal features best match the demands of its internal and external environments will achieve the best adaptation (Scott, 2003). As such, it can be deduced that the contingency theory provides a theoretical framework in line with the requirement of NGOs to adjust to shifting conditions of their workforce.

Scott (2003), citing Galbraith, (1973) justified that environmental uncertainty affects the performance of organisation by disturbing the efforts made by the organisation towards achieving its performance. On the other hand, job ambiguity and the need to have the right staff for the right job at the right time is a fundamental necessity for an organisation's success. Moreover, the quantity and quality of information that decision makers must develop to meet specific goals relating to its work force or the intended outcome are necessary for organisation performance. Therefore, this study adopts the contingency theory within the open system classification to analyze and assess the impact of Succession planning with its contribution to the level of the organisation performance among NGOs in relation to their characteristics and strategies the organisations adopt to sustain performance.

Succession planning is in the realm of leadership development, strategic management and human resource management. Path-goal theory and its contribution on the development of the concept of leadership are considered to be of relative importance. Huddleston (1999) in his analysis had concluded that current systems for developing future leaders have been

characterized by efforts to address leadership capacity across board. This concerns the relationships between formally appointed superiors and subordinates in their day-to-day functioning within any given organisation structure. However, research indicates that the initial version of the theory asserted that the motivational function of the leader consists of increasing personal payoffs to subordinate for attainment of work-goals. This makes the path to these payoffs easier to travel by clarifying it, reducing roadblocks and pitfalls, and increasing the opportunities for personal satisfaction in the long run (House, 1971). Nevertheless, this still formed the theoretical basis of the development of contemporary management theories that have demonstrated that employee satisfaction is the greatest motivating factor, considered as highly desirable and relevant as it pertains to the recruitment and retention of employees.

Contingency theory taken into consideration for development of theoretical background is relevant in integrating Succession planning and Organisation performance. In addition, it also factors the four important ideas of contingency theory. First, that there is no universal or one best way to manage people and their intentions. Secondly, the design of an organisation and its subsystems must 'fit' within the environment both internal and external. Thirdly, the effective Organisations not only have a proper 'fit' with the environment but also between its subsystems. It is also important to take note of other needs of an organisation. However, an organisation is better satisfied when it is properly designed and employs a management style that is appropriate to both the tasks undertaken and the nature of the work group (Weill, Olson and Marorethe, 1989).

2.3 Brief Historical Development of Succession Planning in Management

Succession planning as it is known today has a long history that can be traced back to more than six decades supported by historical documentations from various sectors across the world. Shadi and Noor, (2011) traced the historical development of Succession planning to the works of Grusky in 1960 published in the Journal titled "Administrative succession in formal organisations and social forces". Prior studies done in the 1960's focused on vicious-circle theory that described the event of succession planning as disruptive to the organisation and the relationships among the members of the organisations and called for changes in

policies and practices on ad-hoc basis. However, between 1970's and 1980's, the concept of succession planning was depicted to be characterized by definition of the terms such as manpower planning and plans in relation to the gross requirement to plan with the existing workforce. Around this time, Rhodes and Walker (1984) asserted that organisation's design structure, management style, size and the organisation's growth rate are key factors affecting management workforce.

From 1990's most organisations had started to figure out the requirements for succession planning and implementation of effective succession planning programme that fit their own organisations. The concept then becomes prominent and a subject of interest in management. The list of proposal and recommendations on what ideal succession planning should entail to dominate the field of management in the 90's. Some of which include: visible support from the Chief Executive Officers and top management; ownership by line managers and supported by staff; simple and tailored to unique organisational needs; flexible and linked with the strategic business plan; inclusive of human resources management processes and integrated with other human resource policy systems with emphasis on accountability and follow-up (Sajac, 1995).

Recent developments since the year 2000 in the areas of succession planning are characterized by linking succession planning to human resource outcomes and strategic management outcomes. According to Lynn, (2001), key elements of the succession concepts emerged in the last decade are identified by: succession contingencies such as industry, organisational characteristics, and selector variables, causes for CEO departure, CEO roles, and candidate issues. Succession event such as process, candidate choice issues, organisational effectiveness, stakeholder issues, and evaluation outcomes are gaining prominence. Over and above, the post 21st century is also dominated by Rothwell, (2001) a seven point star model that has been reviewed and improved with a focus on the process.

In the last 10 years, succession planning has been characterized by emphasis on leadership development as attributed to succession planning. Key to this era Groves, (2008) tried to demonstrate that organisations effectively integrate leadership development and succession planning systems as the best integrated approach. Based on the numerous theories, the last 5

years has been characterized by strategies for implementing succession plans other than formulating the concept. Cheryl, (2009) case can be underscored as an example in this area with focus on key strategies for implementing deliberate and systemic succession plans for performance-minded organisation. The global turmoil in the labor environment has also been attributed to the development of succession planning models as witnessed in the recent past. In this area of focus, model developed by Aberdeen group in 2007 and subsequent review in 2010 has incorporated such variables like: pressure, action, capabilities and enablers integrating components of succession planning (Aberdeen group, 2007; 2010)

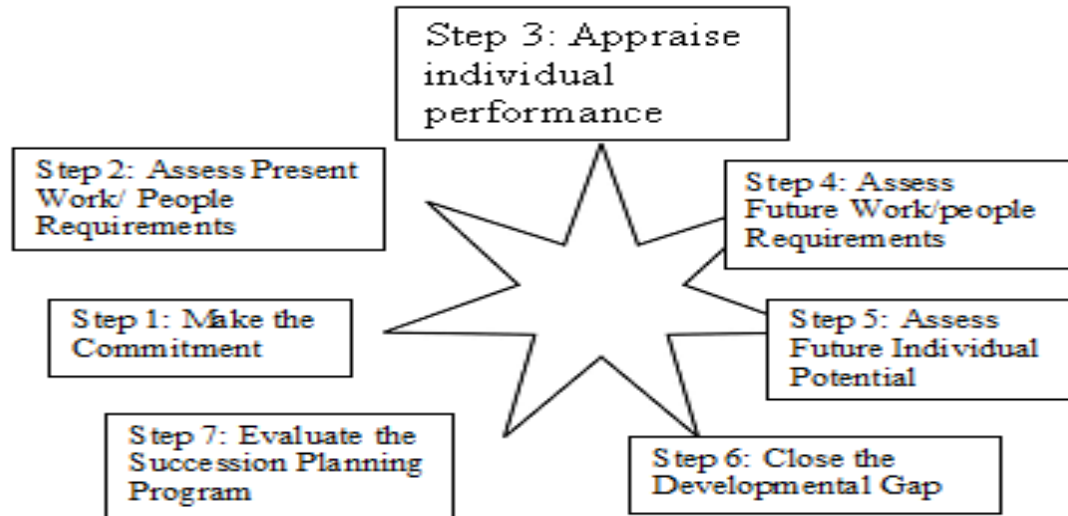
2.4 Succession Planning Models

The concept of succession planning has evolved over the years. In assessing the effect of succession planning on the organisation performance among the NGOs, the need to benchmark on models of succession planning in order to expose the theoretical background of succession planning as envisioned from best practice surfaces. Specifically, two models have been taken into consideration: they include: the seven pointed star Model for systematic succession planning and management as developed by Rothwell and the best in class Pressure, Action, Capabilities and Enablers (PACE) model developed by the Aberdeen Group

2.4.1 The Seven-Pointed Star Model

The seven-pointed star model is a famous model of succession planning developed by Rothwell (2001) to achieve the systematic succession planning and management. The seven steps in this model as developed by Rothwell are as follows: to make the commitment, assess the present work/people requirements, appraise individual performance, assess the future work/people requirements, assess individual potential, close the development gap, and evaluate the succession planning and management program. The Seven point star model is illustrated in the figure below.

Figure 1: Seven - Pointed Star Model for Systematic Planning



Source: Adapted from (Rothwell, 2001)

According to Rothwell (2001), the first step for systematic succession planning and management is for the organisations to make the commitment. In this step the organisation's decision makers should: assess problems and practices, demonstrate the need for the program, determine the organisation's exact succession planning and management program requirements, link the program directly to organisational and human resource strategic plans, benchmark practices in other organisations and clarify the roles of different groups in the program. Key critical steps for execution of this design plan include: formulation of the program mission statement with policies and procedures as a guide and communication of the action plan possibly through meetings, and finally train those involved in the program. Heinen and O'Neill, (2004) as well, affirmed this by defining the initial dimensions of succession planning by including the initial step in succession planning as identifying the purpose as strategic planning and development of the targeted high potential pool.

The second phase in the model is the analysis of present work/ people requirements in key positions. It is only through the assessment that potential candidates can be prepared for advancement in a way that is solidly grounded on work requirements. However, (Heinen and

O'Neill 2004) pointed out that assessment need to focus on all capabilities and skills requirements for performance and leadership development. In this regard, Rothwell's (2005) suggested that, decision makers should clarify where key leadership positions exist in the organisation and should apply one or more approaches to determining work or competency requirements that justify talent needs.

This assessment then leads to the third step to appraise individual performance that is evaluation of individuals' present performance on their jobs. This is critical because most of succession planning programs assume that, incumbents must be performing way above board their present jobs in order to qualify for advancement in the carrier pipeline. This step therefore, provides a platform for the organisation to establish an inventory of talent. Karien (2011) affirms this point by approving the fact that talent reviews are key to effective Succession management since it provides answers to the talent questions brought about by the gaps identified. However, organisation talent reviews for succession planning should be executed within the context of a talent management strategy and career development plans, as a rigorous competency-based assessment of employees. This necessitated the identification of high-potential employees and future leaders, and to determine bench strength at a particular level that links well with the seven point model.

The fourth step takes into consideration assessing future work and people requirements. Rothwell, Jackson, Knight, and Lindholm, (2005), categorically pointed out that, future-orientated process should not be confused with past or present-oriented employee performance appraisal. This step focuses on work or competency and skills requirements in key leadership positions in the future life of the organisation. This serves as the basis for assessing future work requirements and competencies. In that way, future leaders may be prepared to cope with the changing requirements, mobility and organisational strategic objectives. In this respect, (Holinsworth, 2004) further suggested that an organisation should always build consensus on data for identifying high potential competency ratings and adopt individualized development process.

The fifth step, which is assessing the future individual potential for the workforce, is closely related to the fourth step as it seeks to find out how best individuals are prepared for advancement within the pipeline, the talents possessed, and how well those talents match up to future work requirements against current skills gaps. Bersin and Associates (2009) considered this and further indicated that, best practice approach needs to highlight the alignment of employees' capabilities and career aspirations with the organisations' business strategy and talent required to support the implementation of their strategies. As a result, this contributes to succession management approach that enables best-practice within the organisations to avoid costly mistakes in hiring, developing or promoting the wrong employee for a critical position as well as improving the talent bench.

The sixth step focuses on how to close the developmental gap already identified and how the organisation can meet its Succession planning and management needs by developing people internally within the pipeline or using other means to meet Succession needs. As such therefore, the organisation should establish a continuing program for leadership development to cultivate future leaders internally other than sourcing externally. The Corporate Leadership Council (2008) took cognisance of this attributes, that the process component to comprehensive leadership needs assessment of candidates at various levels. This entails the identification of the leadership positions that will be included in the Succession planning program, establishing leadership criteria for identifying potential successors, as well as the identification of roles with high departure risk for mitigation of loss of high flyers.

The seventh step leads to the concretisation of the succession planning programs based on the decisions by management. The core of this step is evaluating the Succession planning program for improvements on a continuous evaluation process to assess its effectiveness. The results of evaluation should, in turn, be used to make strategic continuous program improvements and to maintain a commitment to systematic succession planning and management program within the organisation (Rothwell, 2005). The seven steps can closely be tied in together with the fourth rule of Succession planning as stipulated by Conger and Fulmer (2003) in their five "rules" for Succession management. Rule four, on regular measurement of progress, helps in moving away from the replacement mind-set of Succession

planning and can be attributed to the seventh step, which is evaluating the succession planning program. Ideally, all the seven steps identified by Rothwell are all important. However, through a comprehensive analysis, this level can be reduced to three important components that can account for successful succession planning. These are: design, implementation and sustenance of the succession plan through practice.

2.4.2 Best in Class PACE Model

The best in class model also referred to as PACE (Pressures, Actions, Capabilities, and Enablers) was developed by the Aberdeen Group as a consolidation of corporate behaviors in specific business processes. Aberdeen group (2007) identified and defined the four terms coming up with a framework as illustrated in the table below.

Table 1: Best in Class PACE Model

Pressures	Actions	Capabilities	Enablers
Insufficient management bench strength (In terms of Numbers of candidates)	Establish a “development” culture/ mindset within the organisation Improve the companies bench strength (In terms of Numbers of Candidates) At Key Positions Identify High potential candidates.	Gain Support and buy-in from Senior Management Standardized approach to employee evaluation and development. Identify the positions where succession planning is needed. Define Skills and/ or Knowledge required for each position. Define attributes and/or behavior required for each position. Define succession planning metrics. Align succession planning with the overall company strategy	Performance management tools Multi- rater Assessment Assessment/testing tools for skills and /or Knowledge Skills gap analysis or competency variance tools Competency model Libraries Tools that automate visibility into the organisation charts

Source: Aberdeen Group (2007)

The first component of the model is pressure that refers to external forces that impact an organisation’s market position, competitiveness, or business operations that the organisation

must respond to. This pressure is the driving force for Succession planning that causes the loss of key leaders to retirement, prevent the loss of high potential talent to competitors, and strengthen the pipeline in terms of quantity and quality of successors. As a result, the Best-in-Class leading strategy is to first respond to these pressures to establish awareness and develop the culture / mindset within the organisation so as to improve the company's bench strength at key positions (Aberdeen Group, 2007).

The second strategic component that depicts actions takes into consideration how the organisation responds to industry pressures. This standardisation process as an action point is critical for creating consistency within the organisation as strength. This not only negates potential employee dissatisfaction that results from misaligned expectations, but also reduces errors in employee development plans and successor identification to improve employee retention rate as well as develop carrier. In addition, (Ibarra, 2004) contribution in the development of succession planning concept pointed out that organisational leaders need; excellent performance in their organisation preserved, if not enhanced, important leadership positions identified, strengthen individual advancement and have the right leaders prepared for the right positions at the needed time may be lost out in the process. As such Best-in-Class, takes cognisance of the standardized approach of employee evaluation and development to help establish and reinforce a development culture or mindset within the Organisation.

According to Jayson and Martins (2008) who provided a critical analysis of the PACE model of Aberdeen group, capabilities and enablers provide essential pillars for succession planning strategy that produce top results to include the proper mix of process, organisational knowledge, technology, and performance measurement as the key functionality of solutions required to support the organisation's operations. To this end then, Best-in-Class Organisations considers experienced and high performing employees to provide guidance to newer workers and high potential workers. The Aberdeen group believes that this not only aids in instilling the best-practice methodology, but also helps younger workers connect and build relationships with people they should emulate within their organisation.

This study has sought to adopt Rothwells' seven point star model and also consider the Aberdeen group best in class model. However, it is also imperative to take note of Groves (2008) assertion on presenting a best practice model for optimal development of the leadership pipeline as a practical recommendation for organisations. He contended that best practice organisations effectively integrate leadership development plans and talent management plans to develop succession planning systems by fully utilizing managerial personnel in developing the organisation's mentor network, identifying and codifying high potential employees, developing high potentials through project-based learning experiences to establishing a flexible and fluid succession planning process.

In terms of process therefore, irrespective of whatever model to be used, the basic steps of Succession planning are found to be similar. This is in line with the Rubin, Powers, and Illia (2007), assertion that there are only six basic steps that are core to succession planning: Establishing knowledge, skills and abilities needed at each leadership level, identifying a pool of qualified candidates for various leadership roles, assessing candidates for respective leadership positions, implementing individual development plans, selecting leadership replacements as positions become available and implementing leadership transition.

2.4.4 Organisation Performance: Maturity Model

Determining how effective NGOs are and assessing their performance is a difficult question that is generally left unasked and unanswered by the organisation and scholars as well. Latham and Vinyard (2005) therefore, indicated that the path to excellent performance consisted of the competencies of strategic leadership, execution excellence, organisational learning and growth. In further analysis, they pointed out that, systems are required for the purposeful alignment and integration of the individual processes.

In the development of maturity model, the duo's recommendation consisted of four dimensions that include; approach, deployment, learning, and integration (Latham & Vinyard, 2005). In this proposed study, Succession planning is described as an essential operational factor in relation to variables for the assessment of performance given characteristics and strategies of NGOs. Therefore, one of the primary purposes in examining indicators of NGOs

high performance based on the strategic leadership development through effective Succession planning is to provide basic guidelines and encourage managers of NGOs to follow the guidelines. To this end, organisations need a strong sense of direction to bring coherence to the many strategic and operating decisions that managers at all levels are constantly called upon to make (Crossan, Fry & Killing, 2005).

2.5 Succession Planning Process and Approach

Drawing from the two models adopted for this study, it can be deduced that the succession planning process includes three main components. This understanding can be attributed to (Conger & Fulmer, 2003) the five “rules” for succession management: The principal rule one focuses on development and is built upon the principle that succession management must be a flexible system oriented towards developmental activities. This forms the fundamental rule on which the other four are built. The second rule focuses on key players that are termed as the rule on linchpin positions or bench mark positions. This rule is underpinned on jobs that are essential to the long-term health of the organisation. Rule three is to make Succession management transparent and eliminate secrecy; hence the role played by communication is considered very essential. Rule four is regular measurement of progress, moving away from the replacement mind-set of Succession planning that takes into consideration implementation and finally rule five is to keep it flexible.

The above mentioned rules proposed by (Conger & Fulmer, 2003) ideally capture general cross-cutting issues in succession planning. However, for purposes of implementation strategy, there is a need to translate the forces driving the Succession planning within the organisations into reality with a possible actual execution. Ibarra (2004) ultimately, suggested a four phased approach to ensure that, indeed Succession planning fosters total people management as dynamic component of an organisation’s desire to build a performance culture. However, Aquila (2007) states that Succession planning is now more complex than 15 years back and recommended 7 key best practices for succession planning implementation that included: a deployment of a process that links succession planning and firm’s overall business strategy, continuous identification of future leaders, development plans for future

leaders, measure results for success, by keeping it simple and aligning with organisation's overall strategic objective and gaining support from top management.

2.5.1 Identifying the Scope of Succession Plan

In terms of process, the first component is selection of a candidate based on previous experience and background and formation of talent pool (Rothwell, 2010). This is also supported by (Dessler, 2005) being in agreement with the fact that the process of succession planning in general demands three steps that include: Firstly, identifying and analyzing the necessary key jobs; secondly, creating and assessing candidates; and thirdly, selecting the right individuals who will fill up the key positions and stating the program over the lifetime of the organisations. By this, each key position has alternative potential successors and each talent has multiple potential promotion paths (Byham et al., 2002). This step also concedes with (Ibarra, 2004) phase one approach in Succession planning. For Ibarra, phase 1 entails establishing the Scope of succession planning. This includes reviewing the organisation's strategic plan, Analyzing attrition data and retirement projections, determining external factors and defining parameters of Succession planning.

As depicted in the evolution of succession planning, the trend has been expanding to cover all the positions not just top managerial positions. This is attributed to the findings and conclusions by Garmen and Glaw (2004) on the realisation that companies are now considering lower-level employees for better and higher profitability. In case of excluding the entire organisation, it is paramount to identify critical positions which are essential for the organisation, department, division, work unit or team to achieve the necessary work results (Ibarra, 2005). This resonates well with what is termed as linchpin position (Conger & Fulmer, 2003).

However, beyond identifying what skill sets and knowledge bases are required for key positions, it is crucial that, the succession plan provides a method or plan for providing employees with the opportunity for professional career development. After selecting the identified talents, the role of development of successor as a second component of succession planning becomes imperative. Identifying development plan and follow-up is a mandatory

part of process is an important component that propels succession planning (Rothwell, 2010). However, despite the follow up process, Patton and Pratt (2002) insisted that the plan ought to be tailored to the individual needs and interests of successor. To this end, Groves (2008) suggested the best development methods which include; 360-degree feedback, executive coaching, mentoring, networking, job assignments and action learning forms comprehensive management program.

2.5.2 Introduction and Implementation of Succession Plan

The component of succession planning process under this category can be summarised within the domains of change management and process management. This includes function and sub-processes like strategic view of succession planning, management commitment, implementation considerations, etc. This forms the creation Succession plan as a process. According to Ibarra, (2004), this is the phase 2 and it entails; identifying job functions, staffing levels needed and related KSAs (Knowledge, Skills and Abilities), determining availability of staff, conducting skills gap analysis and establishing priorities for development of required skills. Based on the above a workforce plan is created with strategies and measures of Succession planning.

Succession planning provides the organisation with ready access to required human resource both quantitatively and qualitatively developed from within. With such a plan, the organisation is able to determine promotion opportunities and developmental needs of candidates and build management commitment (Christie, 2005). This then leads to the phase of implementation of the succession plan that includes components like, communicating succession planning process, adoption of implementation strategies and tactics for developing employees as depicted in phase 3 of (Ibarra, 2004) but the problem is that, while companies may have Succession plans in place, they may fall out of sync with what the company needs to grow or expand into new markets. Therefore, it is very vital to link Succession plan to business strategy to obtain the kind of people with the needed set of skills for the future. However, (Karaevil & Hall, 2003) contended that, this linkage has not been achieved in real world even in organisations with best Succession planning. Management commitment like any other organisational-wide program is critical for successful implementation of succession

planning. Without this support, succession planning is not executable even if designed well (Diamond, 2006). Awareness and communication is another issue in process management of succession planning. It seems that, the best state for both organisation and individual is that the issue raised and discussed is openly based on a transparent posted process (Greer & Virick, 2008).

2.5.3 Continuous Evaluation and Process Review

Continuous evaluation is important in management process. Appropriate criteria for SP program include a number of successors for a key position; percentage of vacancies filled internally, average number of successors for a key position, number of key positions that have one or two developed candidates, satisfaction of successors, and rate of change in Succession pool (Greer & Virick, 2008). However, Covell (2007) felt that different approaches can be adopted for Succession planning depending on the prevailing situation. Hence, for those organisations that are under pressure due to existing gaps, he suggested that they might be forced to institute an emergency remedial measures, which for (Covell, 2007) constitute: hiring a competent consultant to provide a coaching on leadership transition, creating a crash training program to attract potential candidates, and conducting a personality survey to evaluate strengths and weaknesses of its employees to identify a potential leader. It is therefore imperative that, the Succession planning is constantly monitored, evaluated and improved from time to time. Hence the organisation monitors progress and makes necessary interventions by evaluating the implementation and revising the plan based on lessons learned and new Succession planning issues (Ibarra, 2004).

2.6 Significance of Succession Planning

According to Behn, Relay and Yang (2005), succession planning is a very important exercise for all kinds of organisations. Although with the evolution and diversification of the concept, many organisations have started to adopt formalized planning procedures. Through this development, it also appears that succession planning is starting to gain prominence in large affluent private businesses (Schmalzried & Fallon, 2007). Above all, according to Rothwell (2005), apart from other human resource management benefits, getting suitable people in the

right positions and at the right time is the key to organisational survival. Thus Hutcheson (2007) asserted that Succession planning is a central event in the life of any organisation hence; planning for leadership continuity is an important element for an organisation's success.

Rothwell et al, (2010) in summing up the benefits of succession planning suggested that succession planning yields the following: Enables the organisation to assess its talent needs by establishing competency models or job descriptions, allows leaders to identify and tap in record time, key people who are available to fill critical work functions; provides avenues for present and future discussions about talent development, defines career pathways through an organisation, provides for a higher return on investment from employees.

Apart from the general human resource planning attributed benefits, there are other several Succession planning benefits for the organisations that have been documented. Amongst them are that: Succession planning facilitates growth of talent from within the organisation (Hollington, 2007); it is a tool for talent management in organisations, and it is crucial for attracting, retaining, and promoting special talents management strategy that helps an organisation to remain competitive in the market through use of its best people (Alleyne, 2007). Also, succession planning is claimed to increase the confidence of employers, customers and shareholders. Moreover, according to Huang (1999), Succession planning is widely believed to help business organisations with in-house re-sourcing strategy to reduce attrition of the work force caused by job-hopping high-fliers, headhunting and prepare qualified candidates for appointment to senior management position for the long term human capital development.

According to Karien (2011), a robust succession planning strategy provides a roadmap for organisations leadership continuity. Succession planning therefore, guides development activities of identified successors, serves to anticipate and manage issues of career progression, ambition and avoids transition problems and premature promotions. Consequently, this serves as a significant attraction lever for external talent as well as an effective retention lever for internal talent (Williams, 2010). Shen and Cannella (2003),

contend that the presence and effective implementation of succession management strategies is linked to various outcomes, including senior management exit. As a result, organisations that are famous for growing from within have a powerful differentiator that becomes part of their employer brand and employee value proposition.

2.7 Organisation Performance: An Overview

Organisational performance dominates the strategic management literatures that are mentioned in areas of economics, finance, and accounting. Performance management is one type of effectiveness indicator that most Organisations benchmark on. Significantly, organisational performance has been the main general construct of organisational effectiveness and efficiency.

Organisational performance has suffered from not only a definition problem, but also from a conceptual problem over time. It has been very important for managers to know which factors influence an organisation's performance in order for them to take appropriate steps to initiate them. However, defining, conceptualizing, and measuring performance have not been an easy task. According to Javier (2002), performance is equivalent to the famous 3Es (economy, efficiency, and effectiveness) of a certain program or activity or operations of an organisation. However, according to Daft (2000), organisational performance is the organisation's ability to attain its goals by using resources in an efficient and effective manner. Quite similar to Daft (2000) and Richardo (2001) where the two defined organisational performance as the ability of the organisation to achieve its long term goals and objectives. Ostroff and Schmitt (2003) on the contrary, maintained that performance necessarily entails a discussion of both effectiveness and efficiency functions of the organisations. Effectiveness refers to the achievement of objectives that is clearly a goal oriented measure that is opposed to a natural systems measure based on financial components. Whereas, efficiency refers to the extent to which resources are utilized to achieve objectives. Balancing these two dimensions therefore, requires an examination of assumptions regarding the objectives of the organisation in order to make a meaningful assessment of the extent to which objectives are achieved. This leads to the question on the relationship between innovation and performance, which (Bowen,

Rostami & Steel, 2009) stated that such a relationship has been uncertain over time and the scope of its measurement has not been settled. Despite this fact, Ostroff and Schmitt (2003) both had demonstrated that organisations have different goals relating to effectiveness and efficiency measures depending on their operations. It would therefore seem reasonable that since different organisations have different goals and objectives with regard to what effective or efficient means, there should be a dynamic mechanism of measurement that is able to account for these differences but still attributed to overall performance.

Organisational effectiveness can be described as broader paradigm that captures organisational performance, but with grounding in organisational theory that interests alternate performance goals set to be measured. Hall, Jaffe and Trajtenberg (2005), further distinguish the domains of organisational effectiveness and organisational performance. In this case, organisational performance encompasses three specific areas of firm outcomes namely; financial performance, market performance, and shareholder return. Previous research as such had used financial, market and shareholders returns variables to measure organisational performance. According to Gimenez (2000), these variables include profitability, gross profit, return on assets, return on investment, return on equity, return on sales, revenue growth, market share, stock price, sales progress, export growth, liquidity and operational efficiency relating to optimal cash flows. Conversely, organisational effectiveness is attributed to broader and captures organisational performance plus the plethora of internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation depicted in the general overview as either by shareholders, managers or customers and including reputation.

Considering the difference in objectives and goals, the other key components of organisations performance that have been attributed in this perspective is the appeal for innovation. Wolff, (2007) stated that firms vary in the amount of inputs they devote to the innovation process. However, the dedication of more inputs to the innovation process does not guarantee innovation outcomes, since the process of developing innovation is complex and is characterized by high risks. Moreover, Rosenbusch, Brinckman, and Bausch (2010), stated

that if firms devote substantial resources to the innovation process, but are unable to turn them into innovative offerings, resources are wasted and firm performance suffers. Over and above, organisation performance is the most important issue for every organisation, be it for profit or not for profit

Lee (2005) also noted that there has been inconsistency in the measurement of organisational performance due to variety of benchmark positions despite the fact that most researchers measured organisational performance by using quantitative data like Return on Investments (ROI), return on sales among other accounting financial measure of investments. He maintained that the definition of performance includes both efficiency-related measures, which relate to the input/output relationship, and effectiveness related measures, which deal with issues like business growth and employee satisfaction. Additionally, (Lok & Crawford, 2003) had noted that performance has also been conceptualized using financial and nonfinancial measures from both objective and perceptual sources of data used. The two therefore considered objective measures to be secondary source financial measures such as return on assets, return on investment, and net profit worth.

2.7.1 Organisation Performance in the NGO Sector

Organisation performance measurement is considered to be a multifaceted concept that occurs at different sectoral levels for industry, corporate and business sectional unit. However, there is a necessity to target specific factors which contribute to the performance in a manner that matches context of the organisations with sector factors that can sustain performance over the long term (McGahan, 2004). According to Department of Public Information (2007), the above mentioned takes into consideration organisation in the private sector which are not for profit that include NGOs which are generally not-for profit, voluntary citizens' groups that are organized on a local, national, or international level to address issues in support of the public good.

It is also important to note that NGOs are the recipients of billions of dollars invested in social transformation. This provides a basis for taking into consideration NGOs' performance as a necessary factor to be considered fundamentally to address the question of upwards

accountability to the stakeholders such as donors, international aid organisations or foreign governments supporting developing countries, or others with power over them, and downwards accountability to those affected by them that include the stakeholders or direct beneficiaries who are dependent on these organisations (Bendell, 2006). Accountability, transparency, and effectiveness have been crucial for the stakeholders that NGOs serve as direct beneficiaries, donors who fund their programs, and host local governments in the recent past. Organisation performance of NGOs attributed to variety of services and humanitarian assistance functions that are task-oriented targeting people with a common interest. NGOs bring citizens' concerns to governments, monitor policy, program implementation, and encourage participation of civil society organisations at the community level including community based organisations (DeMars, 2005).

According to Sandison (2005), most of the work performed by NGOs is difficult to assess because of qualitative long-term goals and outcomes that are attributed to the overall impact of the programs. The key components in relation to the assessment of the performance of NGOs includes; judging the impact of a program such as accountability to stakeholders to inform funding decisions, improving a program such as ongoing learning and development, and generating knowledge. The cumulative effect of recognising frequent systemic issues can increase Organisational knowledge for managers and decision-makers even without assessing performance in instrumental terms. However, assessments can provide tangible performance targets theoretically be measured and monitored in practice. However, Espirito (2001) pointed out that performance is a broad notion that is difficult to measure because of its varied definition and measurement of issues that affect and are attributed to it. For example, efficiency, effectiveness, equity, culture, power, and values are concepts that can be related to performance directly or indirectly (Devero, 2004).

Keating and Knight (2004) asserted that performance of an organisation such as NGO can be categorized in three broad categories namely individual employees or small groups, the programs, and the overall organisation. Initially, Brinkerhoff (1991) had viewed performance as comprising of the four dimensions that are; efficiency, effectiveness, capacity and sustainability. The subsequent contemporary analysis and development of these three aspects

provided by (Espirito 2001) indicated that, the first measurement of effectiveness and efficiency relates to the costs of inputs, process, and technology deployed. The second dimension that takes into account capacity relates to generating outputs and the third dimension incorporates both efficiency and effectiveness, together with capacity, to address issues of continuity such as survivability and responsiveness. The aspects of survivability and responsiveness call for Succession planning since NGOs, like other organisations, try to justify what they do and how they do it, particularly to internal stakeholders who are the direct beneficiaries and external stakeholders who are the sponsors. Increasing the understanding of NGOs' performance beyond the narrow mechanistic focus could help in the analysis of organisational variables considered important to such performance (Ganesh, 2003).

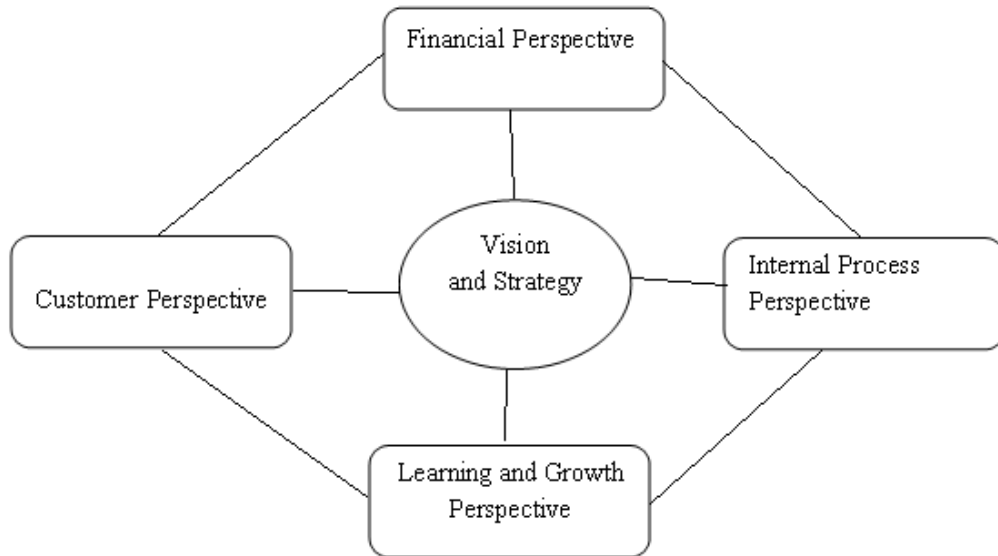
2.7.2 Organisation Performance Measurement: A Balanced Scorecard Approach

The Balanced Scorecard (BSC) developed by Kaplan and Norton (1992) has become a very popular and useful measurement and strategic tool because it incorporates both interval and lead performance measures. One of the major assumptions of the BSC as developed was that it was essentially orientated to profit organisations (PO). Historically, organisations measured their performance primarily, if not exclusively, with measures derived from financial data. In the 1990s, a group of researchers and consultants from the Nolan Norton Institute, (the research arm of the accounting firm KPMG), began to study commonly used organisational performance measures. Their hypothesis was that organisations were being hindered by these measurement practices because the focus was too narrow on financials (Zimmerman, 2004). After more than ten years, the BSC has evolved to become popularly accepted through its widening prolific literature on best practice developed from experiments and investigations including business research. As such Figg (2000) reported that many of the world's leading organisations claim that balanced scorecard techniques gave them an edge in objectively quantifying, tracking, and managing business performance. The Balanced Scorecard is a strategic performance management framework that has been designed to help an organisation monitor its performance and manage the execution of its business strategy. In its simplest form the Balanced Scorecard breaks performance monitoring into four interconnected

perspectives: Financial, Customer, Internal Processes and Learning and Growth (Kaplan & Norton, 1996).

A further development of BSC through research and innovation has extended the BSC beyond a simple strategic tool for measurement of performance. Kaplan and Norton (2001) maintained that innovative idea tied performance measurements closely to a company's strategic plan. In short, it starts with planning; then create a measurement process to gauge how well the company is executing activities against the plan. By doing this, the measures graduated from simply providing descriptive data to being the basis for a management tool. In addition Norton and Russell (2005), further asserted that Balanced Scorecard approach provides a balance between short-term and long-term objectives; between desired outcomes and their performance drivers; and between measures for hard objectives and those for soft objectives (e.g. improvement in customer's satisfaction, increase in employees' readiness) by organizing objectives and measures into the four perspectives. The framework below illustrates the cause-and-effect logic as one of the most important elements of best-practice Balanced Scorecards to manage performance.

Figure 2: Balanced Scorecard Framework



Source: Adapted from Kaplan and Norton (1992)

As indicated above, a realistic application of the BSC framework was initially designed to suit Profit Organisations (PO) as opposed to Non- for Profit (NPO) which constitutes of NGOs. The adoption of the framework befits NPOs as it requires a good understanding of key major differences between the two types of organisations. In this kind of integration, (Anthony, 1995) pointed out that a major difference between Non-profit Organisations (NPO) and Profit Organisations (PO) is the source of their equity capital. This is because unlike PO, which obtains equity capital from shareholders, NPO obtain equity capital from contributors as donations. Again, the main contributors being donor organisations of NPO do not expect to receive either repayment or economic benefits of the contributions made with expectations on return on investment. The financial reporting on the funds therefore should provide information about how management of an organisation has discharged its stewardship responsibility to owners for the use of organisation resources entrusted to it to benefit its constituent. According to Kaplan and Norton (1992), the objectives in the Learning and Growth Perspective are intended for developing the right competencies and skills need by the

organisation to discharge its mandate. This further underpins the objectives in the internal process perspective that ought to deliver high quality business management processes and operations of NPO programs and projects design. Delivering the customer objectives should then lead to the achievement of the financial objectives which is shared with the satisfaction of the various stakeholders based on the outcomes of the programs and projects implemented with the resourced finances for the benefit of the targeted constituency.

However, on a further development on the concept of this business fad Kaplan and Norton (2006) noted that after the introduction of Balanced Scorecard approach in 1992, it has evolved into the centerpiece of a sophisticated system to manage the implementation of target operating model captured in the strategy. The two further asserted that, the effectiveness of the approach is derived from two simple capabilities that include: the ability to clearly describe the strategy, its specific objectives and the ability to link the strategy to the management system. The net result is the ability to align all the units, processes, and systems of an organisation with its strategic operating model. On his part to qualify the general application of BSC, Norton affirms that it can be used to develop proper strategic goals and their indicators in order to monitor strategy implementation continuously (Norton, 2009)

According to Zimmerman (2004), profit organisation major goal is to satisfy the wants and needs of customers. The customers are the primary source of revenues that sustains the operations of these organisations. Therefore, a balanced scorecard can focus simply on customers. Consequently, the benefits of BSC as a tool of management of performance beyond the financial outcome can be listed to include: better strategic planning, improved strategy communication and execution, better management information, improved performance reporting, better strategic alignment, and better organisational alignment. These benefits can be directly attributed to the measurement of performance by NPOs.

2.7.3 Succession Planning and Organisation Performance

The primary objective of not-for profits (NPOs) performance assessment is to determine how well an Organisation is fulfilling its mission. If such an assessment is not possible then public trust in NPOs is bound to be lost. Thus, NPOs must choose performance benchmarks appropriate to their mission and objective that can be highlighted in the annual report informing potential donors and others how they are accomplishing their missions (Singh & Mirchandani, 2006).

Despite this rapid growth in Succession management consultancy service provision, there is a distinct lack of empirical evidence and academically rigorous research that supports the generic contentions of a positive relationship between formalized Succession management practices and organisational performance that has been under consideration (Huang, 2001). Conger and Fulmer (2003) stated that Succession management systems are effective only when they respond to users' needs and when the tools and processes are easy to use and provide reliable and current information at the foundation of a shift toward Succession management is a belief that leadership talent directly affects organisational performance. Consequently Ibarra (2004), pointed out that, effective organisations do not passively wait for the future to down on them; but they create it each day by investing their time, thoughts, and planning in order to ensure the continuity of their leadership through the existing talent supportsuccession planning which, in turn ensures the continued effective performance of their organisation by establishing a process to develop and replace key staff over time. The contribution of succession planning into organisation performance can be linked to the need to identify and develop the best people for key leadership roles that are basic to future organisational success.

2.8 Empirical Review

Ali, Farashah and Ahmedrasah (2011) recently conducted a study on Succession planning and its effects on employee career attitudes with Iranian governmental organisations. The study conducted among 23 Iranian governmental organisations, evaluated effects of succession planning at organisational level, intervening program on career attitudes as well as at

individual level variables. The study further benchmarked on best practices of succession planning selected from literature and compliance of succession planning system of organisation to these practices defined as extensiveness of succession planning. The findings demonstrated that, significant correlation exists between Succession planning's extensiveness, career, satisfaction of promotion process and also that the perception of job plateau does not show correlation with Succession planning extensiveness

Recent research at Stanford University conducted by Saulnier (2010) titled Succession Management: Positioning Your Organisation's Leadership for Business Success found that more than half of all companies cannot immediately name a successor to their Chief Executive Officer (CEO) should the need arise. The research's major findings indicated that, participation dwindles the further one dives into an organisation's employee ranks. While better than 50% of research respondents said their companies implement Succession management processes at the most senior executive levels, fewer than 40% said they included mid-level managers and skilled professionals in Succession planning initiatives. Furthermore, only 11% included first-line supervisors.

In addition, other studies in India aimed at measuring the practice of Succession Planning and its impact on Organisational Performance in IT companies based in Chennai conducted by (Anjai, 2010) found that, the mean percentage of Succession Planning and Organisational Performance in IT consultancy firms and the relationship between Succession Planning and Organisational Performance is found to be positive. The study's major finding was that; the overall mean percentage of Succession Planning Performance of IT Consultancy firms (72.4%) is found to be higher than that of IT Product/ Research firms (70.4%). The relationship between practice of succession planning and organisational performance was found to be positive in IT consultancy groups and IT product/research groups. The statistical results established significant difference in the Succession planning performance between different experience categories of respondents.

Comparative on whether it is succession planning –or smart talent management (Angela, 2009) sought to identify what Succession planning actually is and the pros and cons of buying

in, or building talent in the organisation. In its findings the study identified five key strategies. These are: aligning succession planning with business strategy, assessing leadership potential using the 3Cs fit (competence, connection and culture), involve the talent in the planning, and mixing development that include: experience/coaching/training, and casting a wider net for Succession (Angela, 2009).

In another study conducted by Beever (2008) exploring why and how Succession planning can be integrated with other processes, specifically, employee career development, it was demonstrated that the concept of Succession planning and career development can create an environment that facilitates on-going learning and continuous development. The concept of integrating succession planning and career development was the essence of his research. It further demonstrated positively that, either processes cannot work effectively or efficiently if they are not integrated.

Tracy and McGraw (2004), conducted a national research study on succession management practices in Australian organisations. The study focused on assessing the current usage of Succession management programs in Australian-based organisations, and gain information on the characteristics and perceived effectiveness of such programs. In this study a sample of 711 human resource management professionals from a range of organisations across the country participated with a response rate of 59 percent. The study's major findings revealed that, Succession management programs were present in less than half of the respondent's organisations. Furthermore, these programs were generally less than five years old.

Moreover, the study revealed that the prime imperatives for introducing Succession management programs were reported as the desire to improve business results, and the need for new skill requirements in the business. A relationship between the organisation's size, industry and type and the likelihood to use Succession management was found. Common perceptions concerning the characteristics of effective Succession management programs were also identified and are described in the study that included; high level involvement by the chief executive officer; senior management support; line management involvement in

identifying candidates; developmental assignments as part of the process and; Succession management linked to business strategies.

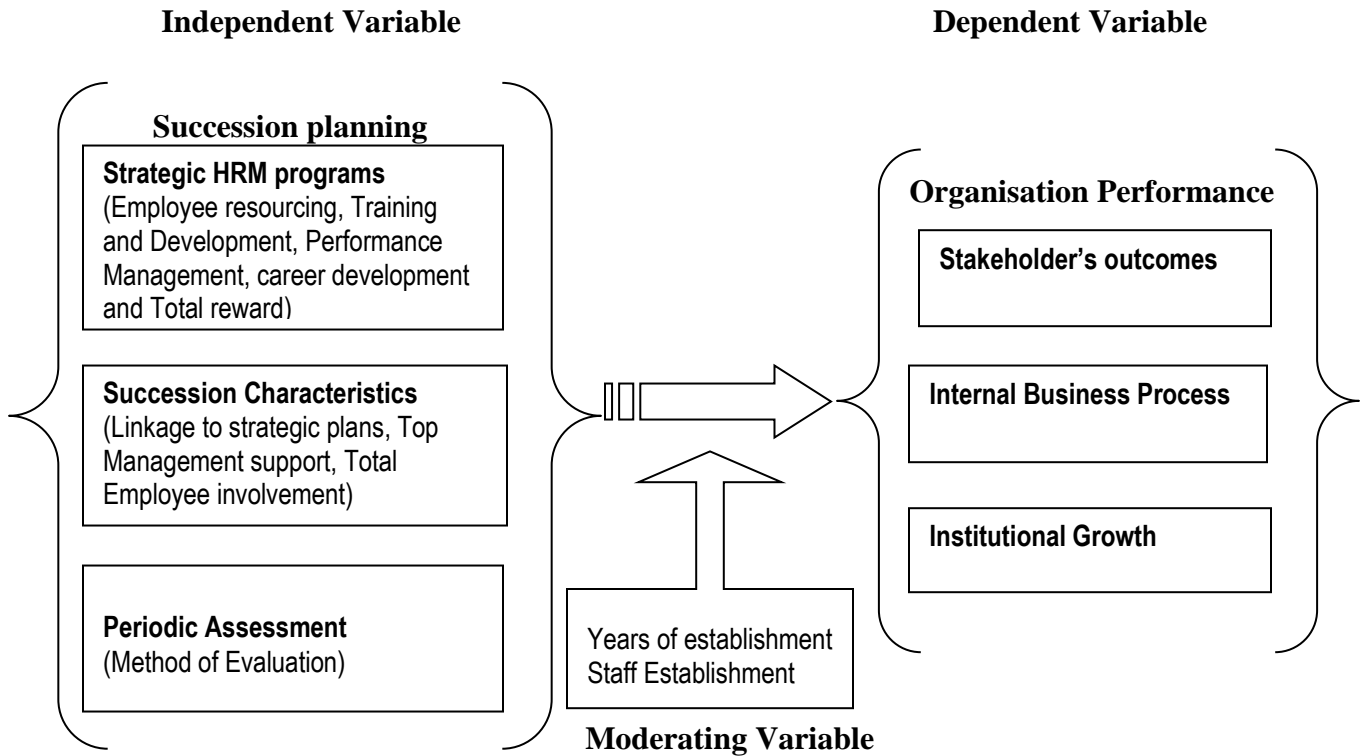
Sangmook, (2005) conducted a study to assess individual-level factors and organisational performance in government organisations in the republic of Korea. The research reviewed recent efforts on individual-level factors to predict organisational performance. The research also explored the theoretical model predicting organisational performance with individual-level variables and further operationalized and tested the model with data from the survey. The survey data of 1,739 public employees in government agencies analyzed confirmed the hypothesized relationships in the proposed model that included the individual-level factors, such as job satisfaction, affective commitment, public service motivation, and organisational citizenship behavior.

Dodor, Gupta and Bobie, (2010) conducted a study on a framework for governmental organisations' balanced scorecard based on the original BSC theoretical framework to respond to a call of the Governmental Accounting Standard Board (GASB) to develop relevant and effective performance measures for Governmental Organisation (GO). Based on the findings, the authors suggested a Governmental Organisation BSC (GO-BSC), with the components as: financial condition, service efforts accomplishments and constituents' satisfaction, internal operating efficiency, effectiveness and innovation, learning and growth. This study demonstrated the universal application of balanced score card as a management tool that can be applied not only with profit cooperate organisation but also not for profit and public organisations. Finally, in the area of performance management, a recent study conducted by (Mojtaba, Safar, Ahmad, Ishfaq, Muhammad, 2011) to assess strategy map creation using a balanced scorecard model as a case study of central bank of Iran resulted in developing a strategy map based on the components of Balance Score Card. According to the results of the study, the strategy mapping was attributed to strategic goals and strategic measures in customers, internal processes, and learning and growth perspectives were designed to enhance performance.

2.9 The conceptual framework

The figure 3 below represents the conceptual framework

Figure 3: Conceptual Framework



Source (Researcher, 2014)

The implementation of succession planning leverages on key strategic human resource management components. These include; employee resourcing, training and development, performance appraisal, carrier development and total rewards system. The above mentioned are not complete without being tied together with Succession management characteristics that include; linking the succession plan to organisations strategic plans, gaining top management support and total employee involvement for effective implementation, for purposes of monitoring and evaluation the designed program hence needs period assessment. The above indicators can then be attributed to the assessment of succession planning program of organisation. The moderating variables were also identified as; years of establishment of the organisation and employee establishment in terms of size as key moderating variable in this study. The dependent variable as organisation's performance indicators have been identified

based on balanced scorecard perspectives. However, component of the 3rd Generation Balanced Scorecard framework fit for non-profit organisations has been adopted to make measurement of performance explicit. In this sense, for non-profit like NGOS, these external stakeholders' expectations are usually an extensive set of mostly financial perspectives, taken into consideration as stakeholders' (donors and communities where projects are implemented) requirements, expectations and goals. The components adopted for performance measurements therefore include; stakeholders expected outcomes that accounts for the value of financial contributions made by sponsors, the internal business process perspective covers internal operational goals and outlines the key processes necessary to deliver organisations objectives, growth perspective that covers the intangible drivers of employee competencies, technology and corporate culture.

2.10 The Gap in the Study

The review of existing literature on succession planning and organisation performance provided significant theoretical background for inquiries into the topic of Succession planning and its impact on the organisations' performance as practiced by local NGOs based in Nairobi. Most of the available literature on succession planning practices used in this study are adopted from studies done in some parts of the world such as India, USA, Europe and Asia and are predominantly from other corporate entities that are profits driven. This notwithstanding, other studies in the NGO sector in other parts of the world have also mentioned importance of succession planning. However, currently as it still stands, none of these studies has purposefully addressed succession planning in the NGO sector in developing countries and most particularly in Kenya in relation to its impact on organisation performance. This current proposed study endeavored to fill this gap by ground existing theoretical models of succession planning through empirical research aiming at documenting the current practices as adopted by local NGOs that are based in Kenya.

CHAPTER THREE:

RESEARCH METHODOLOGY

3.1 Introduction

This chapter introduced the research methodology used in this study. It described research design, the targeted population, the sample design, the data, the research instruments, reliability and validity of the research instrument, the statistical tools that were used for data analysis and presentation.

3.2 Research Design

According to Kombo and Tromp (2006) research design can be regarded as an arrangement of conditions aiming at combining the relevance of the main study methodology and research purpose. This study adopted two types of research design that included: descriptive research design and quantitative research design.

3.2.1 Quantitative Research Design

According to Couchman and Dawson (1998), quantitative research generates quantifiable data. It is primarily concerned with observable and measurable phenomena involving people, events or things, and establishing the strength of the relationship between variables, usually by statistical tests. The features of this research study are in accordance with the quantitative research paradigm. This is due to the fact that, quantitative research is normally used for investigating phenomena that require precise measurement and quantification and tends to be fairly structured to enhance objectivity. In addition, a quantitative research primarily rests upon numbers aggregated into statistics, to enable the researcher to interpret obtained data and reach conclusions (Holliday, 2007).

3.2.2 Descriptive Research Design

The main purpose of descriptive research is to describe the state of affairs on succession planning and organisation performance as it is perceived and practiced. According to Sekaran

(2003), descriptive study is undertaken to ascertain and describe the characteristics of the variables of interest in a situation. The descriptive research design is used to designate any research activity in which the investigator gathers data from a portion of a population for the purpose of examining the characteristics, opinions or intentions of that population with respect to the subject matter under the study (Punch, 2005). The researcher obtained and described the views of respondents with regard to the nature of their exposure to succession planning and perception on organisations performance. A descriptive design was selected because of its high degree of representativeness and the ease in which a researcher could obtain the participants' opinion.

3.3 Targeted Population

Mugenda and Mugenda (2003) defined target population as a complete set of individuals, cases or objects with the same common observable characteristics. The study population comprised of 1172 NGOs based in Nairobi that were registered with the National NGO coordination Board of Kenya and in operation (NGO Coordination Board Database, 2012). From the population the researcher considered all the sectors of NGOs operating in Kenya that include: Health, Food and nutrition; Environment, energy and conservation measures; water and sanitation; research, learning and capacity building; shelter and informal settlement; population and relief services; programs for disabled persons, children, youth, women, and religion; social policy, communication and advocacy; community development and economic empowerment; and education.

3.4 Sampling Procedure

Given that NGOs operation is underpinned on sectors, this study used stratified sampling technique and applies simple random technique in each stratum. This took into consideration the fact that, if the population from which the sample is to be drawn does not constitute homogenous groups, stratified sampling technique is generally applied in order to obtain a representative sample (Kothari, 2009). The study also adopted proportional allocation in each of the strata under consideration (Serakan, 2003). The researcher identified the strata

according to the classification of NGO sectors based on the organisation's thematic areas of focus (Clayton, 1999, Mbote, 2002, & NGO Coordination Board, 2009).

3.4.1 Sample Size

The researcher adopted multiple sampling strategies to effectively carry out this study. According to (Patton, 1990; Mugenda and Mugenda 2003) a sample is a representative of the entire population if it is at least 10% of the targeted population. To determine the sample in a population, the researcher adopted Mugenda and Mugenda recommend the formula:

$$nf = \frac{n}{1 + \frac{n}{N}}$$

To be used to calculate the sample size. According to the above formula:

nf= desired sample size when the population is less than 10,000,

n= desired sample when the population is more than 10,000 which is 384

N= estimate of the population size. (Mugenda and Mugenda 2003)

The accessible population of this study was 1172 NGOs of which the resultant sample size of 270 was determined. Table 2 represents the sample size of each stratum based on the sectors of operation distributed proportionately. Stratified random sampling was the applied with allocation of samples proportionate to the size of the strata. The proportionate sample size of

each stratum was calculated using the formula: $Pn = n \frac{N_1}{N}, n \frac{N_2}{N}, \dots, n \frac{N_n}{N}$

Where: N= the population of the study

$N_{1...n}$ = proportionate population in each strata

P_n = proportion of sample to be selected in each strata

Formula adapted from (Kothari, 2009)

Table 2: Stratified Sampling Schedule

Strata	Sector	N1..n	Pn
P1	Health, food and nutrition	156	34
P2	Environment, energy and conservation measures	55	12
P3	Water and Sanitation	16	5
P4	Research, Learning and Capacity Building,	51	15
P5	Shelter and Informal Sector	56	13
P6	Population and Relief Services	77	17
P7	Programs for disabled persons, children, youth, women, religion	213	50
P8	Social policy, Communication and Advocacy	127	29
P9	Community development and Economic Empowerment	312	71
P10	Education.	129	34
Total		1172	270

Source: Researcher, 2013

The sample size for the study was (n=270) NGOs based in Nairobi County. According to Kothari (2009), the principle of simple random sampling gave every object same possibility to be chosen as sample study. Based on this principle, the values of P_n in each stratum represented the number of organisations that were selected based on simple random sampling. This ensured that an unbiased random selection of individuals was realized and represented the entire population.

3.5 Data and Instruments of Data Collection

The study consolidated both primary and secondary data. Secondary data was collected from relevant records from the NGOs under study and NGO coordinating board of Kenya. The main instrument for collecting primary data was a questionnaire. According to Kombo and Tromp (2006), a questionnaire is a research instrument with various advantages that includes; information collected from a large sample, confidentiality, time saving and minimized biases that arise from interview. The questionnaire used in this research is appended in this study as appendix 1. The researcher wrote a cover letter and attached it to the questionnaire (refer to Appendix 2), and for some of the respondent this tools were shared via an email link. The covering letter had information about the nature of the research study and the value of the respondents' participation. Each participating organisation filled one questionnaire. The questionnaires were purposefully filled by senior management staff.

3.5.1 Reliability and Validity

Reliability and validity are central issue in all measurement (Neuman, 2003). The study adopted the use of questionnaire. Hence, the two basic goals in questionnaire design were to ensure that the questionnaire obtain information relevant to the purposes of the survey and to collect this information with maximal reliability and validity.

3.5.1.1 Reliability

The main element of reliability is to ascertain the research instruments to be used to bring about valid findings. The instrument used in this study was not only simply constructed by the researcher, but was constructed based on the theoretical models already identified by experts in field of succession planning and organisation performance (Rothwell, 2001; Aberdeen 2007; Kaplan and Norton, 1992) as depicted by the variables on the conceptual framework. Sekaran (2003), described reliability as a measure that indicates the extent to which the instruments of study were free from bias. Over and above, Cronbach's Alpha (α) was used to determine the internal reliability coefficient. The researcher calculated the Cronbach's Coefficient Alpha scores to test the reliability of the questionnaire, with specific reference to its internal consistency. The piloted questionnaires were subjected to analysis using SPSS to determine the acceptable alpha (α) value. According to Field (2005), the generally accepted value for reliability should not be less than 0.7 value of the Alpha (α) to ensure that the questionnaire is reliable with its items measuring the same underlying construct. The case summary after the listwise deletion based on all variables in the procedure was found to be ($\alpha = .950$) of the 51 items processed. The Cronbach's Alphas for each of the items was consistently above ($\alpha = 0.70$) which indicates that the information gathered with the research questionnaire was highly reliable.

3.5.1.2 Validity

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Piloting of instrument was done to determine its feasibility and validity of the tool. This was to ensure that content validity is ascertained and that items on the questionnaire

represent the entire range of possible items for the study as described in the variables. Criterion-related validity was also considered through the research design to ensure that the research tool demonstrated its effectiveness in predicting criterion or indicators of a construct. Construct validity was also considered by reviewing the study instrument to ensure the measurement instruments have construct validity aligned to the variables under study are easily interpolated in the same manner. To ascertain validity, a pilot study was conducted among 5 NGOs that are registered with the National Coordination Board but are not part of the sample. This ensured the effectiveness of the questionnaire by enabling the researcher to find out whether, the questions were effective in measuring the variables, whether the wording were clear and that all the questions were being interpreted in the same way by the respondents.

3.6 Ethical Consideration

At all times during the study the researcher abided to laws and rules that prohibit unethical behavior in research. In the process of data collection and presentation, adequate care was taken to acknowledge sources of information and presentation of the ideal data gathered to avoid faking data and their sources. The researcher avoided all that would incline him to plagiarism. The researcher particularly protected and respected the trust given by the respondents. In this regard, the respondents' confidence and privacy was protected. The principle of voluntary consent was recognized to ensure that every respondent willingly participate in the study process. The researcher further committed himself to respect the views expressed by the respondents. The results were presented and reported in the most open, objective, accurate and honest manner. The role and intellectual contributions of various persons involved in this study process have been fully and dully acknowledged. The researcher adhered to clearance from the Institute of post graduate studies of Kabarak University and the National council of Science and Technology of Kenya.

3.7 Data Analysis and Presentation

The raw data collected for this study was subjected to analysis, discussed and presented as the findings. To facilitate this, the collected data was edited and coded. The data was analyzed

using SPSS 21.0 for Windows. According to Coakes, Steed and Dzidic (2006) SPSS has the incredible capabilities of analyzing huge data within seconds and generating unlimited simple and sophisticated statistical results. The analysis of the data collected was guided with (Creswell, 1994) definition of descriptive and quantitative designs. Inferential statistical tools were used to determine the strength of a relationship between variables and to establish the strength of association between dependent and independent variables. Data analysis, presentation and discussion were done systematically starting with: descriptive statistics, inferential statistics through correlations and multiple regressions analysis. In details, the descriptive statistics analysis of the categorical data was presented in frequency tables with Chi Square statistic. This was used to compare tallies or counts of categorical responses between two (or more) independent groups. Analysis of variance (ANOVA) was used to test whether two or more dependent variable means are equal (i.e., the probability that any differences in means across several groups are due solely to sampling error). As well, multiple regression analysis as a statistical process was used to determine the relationship among various variables.

The main model for statistical analysis was derived from the main objective of the study which had its variables Organisation performance (OP) denoted by Y as the dependent variable and succession planning (SP) denoted by X as the independent variable.

The dependent variable Y- OP had the following measurements; Stakeholder's outcomes, internal business process and Growth. And, the independent variable for succession planning (SP) X had, Strategic HRM, succession characteristics and periodic assessment.

The main model for statistical analysis was:

$$Y \sim X_1 + X_2 + X_3$$

And was expressed by the equation

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where: β_0 was the intercept giving the mean of Y where the variable X_1 , X_2 , X_3 does not significantly contribute to the model

$\beta_1, \beta_2, \beta_3$ gave the proportion of contribution of X_1, X_2, X_3 respectively to the model

ϵ was the moderator variables as years of establishment and staff establishment

For effective multiple regression analysis three sub models for each objective with sub- sub model for each variable under the study were developed as follows:

Sub model 1 for analysis of the second objective of the study: H_{01} Succession planning has no significant influence on stakeholder's outcomes for Non-Governmental Organisations' in Kenya.

$$Y \sim X_a$$

$$Y_* \rightarrow S.O$$

$$X_a \rightarrow S.P$$

Where: Y_* is Stakeholders outcome (SO)

X_a is succession planning (SP)

Sub- sub model for sub model 1

$$Y_1 \sim X_b$$

$$Y_1 \sim X_c$$

$$Y_1 \sim X_d$$

Where: Y_1 is Stakeholders Outcome

X_b is Strategic HRM programmes

X_c is Succession Characteristics

X_d is Periodic Assessment

Sub model 2 for analysis of the third objective H_{02} Succession planning has no significant role on the internal business process of Non-Governmental Organisations' in Kenya.

$$Y_2 \sim X_e$$

$$X_e \rightarrow SP$$

Where: Y_2 is Internal Business process (IBS)

X_e is succession planning (SP)

Sub- sub model for model 2

$$Y_2 \sim X_b$$

$$Y_2 \sim X_c$$

Where: Y_2 is internal business process

X_b is Strategic HRM programmes

X_c is Succession Characteristics

X_d is Periodic Assessment

$$Y_2 \sim X_d$$

Sub model 3 for analysis of forth objective H₀₃ Succession planning has no significant contribution to the growth of Non-Governmental Organisations' in Kenya.

$$Y_3 \sim X_f$$

$$X_f \rightarrow SP$$

Where: Y₃ is Institutional Growth (IG)
X_f is succession planning (SP)

Sub- sub model for sub model model 3

$$Y_3 \sim X_b$$

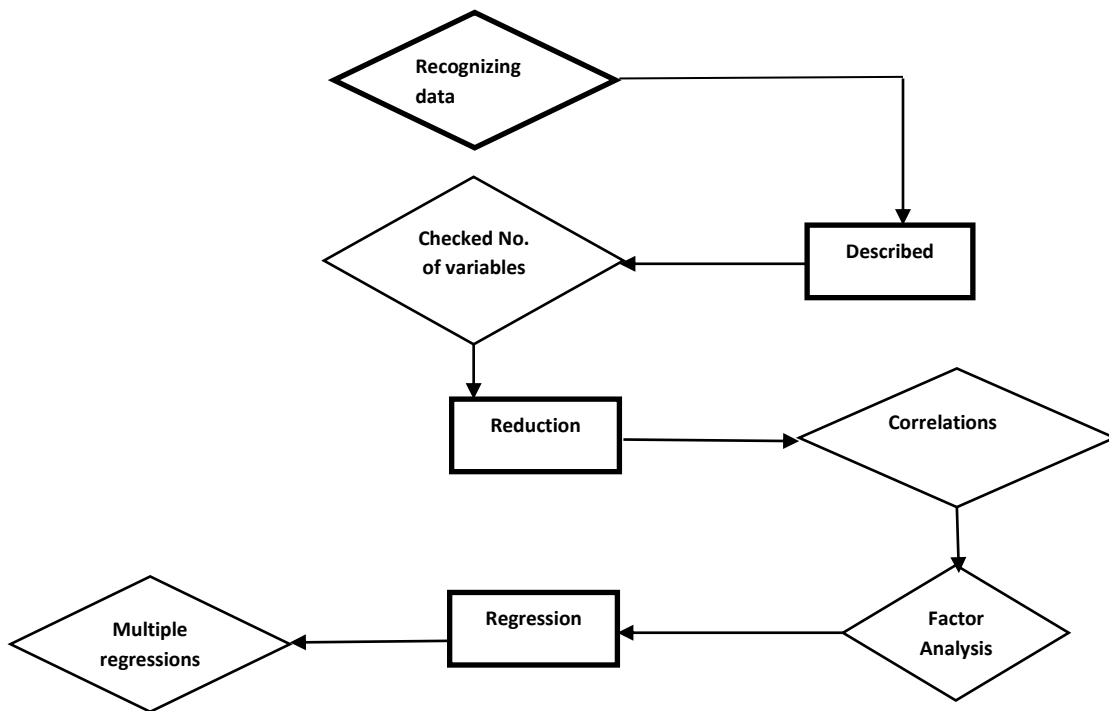
$$Y_2 \sim X_c$$

$$Y_2 \sim X_d$$

Where: Y₂ is Institutional growth
X_b is Strategic HRM programmes
X_c is Succession Characteristics
X_d is Periodic Assessment

The figure below represents the analysis flow chat used to develop factor analysis. Factor loading supporting this flow chart is annexed as appendix 2

Figure 4: Data analysis and presentation flow chart



Source: Researcher, (2014)

The primary data collected were categorical. As such the nature of the data collected was recognised under “what to do”. Hence analysis of the descriptive data was done through presentation of the variables of indicators scores as percentages. At this level Chi- Square tests were conducted and probabilities of the Chi- Squares determined at the level of “described”. Before performing inferential statistical analysis, the variables were checked at the level of “how many variables”. At this level reduction was carried out to determine; collenarity, communality and variability. From factor analysis on the respective instruments for the predictors, the new variables were automatically stored in the dataset that was later used for fitting regression models. Statistic summaries and correlation matrixes were also developed for each variable under study. The correlation matrix was used to check the pattern of relationships by scanning the significant values. In this respect, Bartlett’s test for null hypothesis for the original correlation matrix was established. From factor analysis, the extracted predicators and outcomes were then used to run multiple regressions. As well, Hierarchical multiple regressions was used to assess the effects of the moderating variables by looking for the interaction effects between predictor that was the independent variable (Succession planning) and outcome that was the dependent variable (Organisation performance)

CHAPTER FOUR

ANALYSIS AND DISCUSSIONS OF THE FINDINGS

4.1 Introduction

This chapter presents the results of the analysis of data collected through structured questionnaire (appendix 1) from (n=270) NGOs operating in Nairobi Kenya and are registered with the National NGO Coordinating Board. The analysis of findings is presented following the model of the study with specific outcomes on the independent and dependent variable.

4.1.1 Test for Normality

Figure 6 show the P-P plot (probability-probability plot or percent-percent plot) that indicated the assessment of how closely data sets agree based on the cumulative distribution functions against each other.

Figure 5: Norman P-P plot of regression standard residual

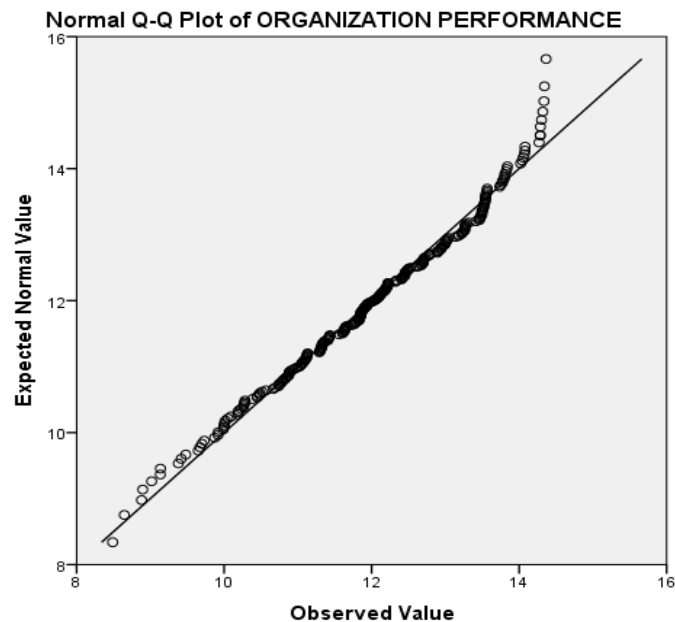


Figure 5 illustrates QQ plot as test for normality. The Kolgomorov-Smirnov test as a non-parametric test was used to test the underlying distribution of a given random variables. This was to test whether the dependent variable is normal in distribution and the following hypotheses were considered:

H_0 : The dependent Variable is normally distributed.

Vs

H_1 : The dependent Variable is not normally distributed.

Based on the distribution indicated in Figure 5 supported with the data set in the test statistic was $Z = 0.753$ with a p-value of 0.621. The study therefore failed to reject the null hypothesis and concluded that the dependent variable Organization Performance was normally distributed and therefore fitting a linear model to the data was justified.

Table 3: One-Sample Kolmogorov-Smirnov Test

		Organisation Performance
N		270
Normal Parameters	Mean	12.0000
	Std. Deviation	1.29303
Most Extreme Differences	Absolute	.046
	Positive	.034
	Negative	-.046
Kolmogorov-Smirnov Z		.753
Asymp. Sig. (2-tailed)		.621

4.1.2 Statistical Analysis for the Main Analysis Model

The conceptual framework for this study adopted two moderating variables. These were years of establishment on the assumption that the longer the organisation has been in existence the more it contributes to the strengthening of its management systems. The other moderating variable was the level of staff establishment on the assumption that the more staff the organisation has the greater the need to reinforce management systems. Testing for the moderating effect of years of establishments and size of the staff in the establishment on the new predictors and the new dependent variables developed from factor analysis (incomplete line).

4.1.3 Appropriateness of the Statistical Tests Model

From the factors derived 9 predicators were maintained: (4 for strategic HRM programs, 4- succession characteristics and 1 for periodic) and 5 outcomes.

Table 4: Summary Analysis of Variables for Inferential Statistics

Variables	Independent variable (succession planning)	Moderating variable "establishment"	Dependent variable (organisation performance)
Extracted variables	Strategic HRM programs 1,2,3,4 Succession characteristics 1, 2,3,4 Periodic assessment 1	Years of existence Staff establishment	Stakeholders outcome 1 and 2 Internal business process 1 and 2 Institutional growth 1
Total	9 predicators	2 Moderators	5 outcomes

The effect of the predictor and moderating variables was tested. The moderating variables were also categorical but to reduce interaction terms they are treated as continuous by taking the scores. Table 4 summarises the extracted variables through factor analysis. The detailed outputs of factor loadings illustrating multicollinearity, communalities, sampling adequacy, component matrixes and total variables explained for each of the predicators and outcomes are annexed as appendix 2

4.2 Background Information

Background information for this study focused on the three main areas, including responding organisations; years of existence; staff establishment and annual budget.

Table 5: Summary of Background Information

Statistics				
		How long has the Organization been in existence	Level of the organisation's staff establishment	Organisation's annual budget in Kenya Shillings
N	Valid	270	266	232
	Missing	0	4	38
Mean		2.93	1.74	2.10
Std. Deviation		1.023	1.005	.760

Out of the sampled population (n=270), the average of the years of existence was (M =2.93, SD=1.023) representing a majority of the organisation that have existed for 11 to 15 years. In terms of staff establishment, however, the entire sample (n=266) had lean staff establishment (M =1.74, SD=1.005). Most of these organisations had about 10 employees on average. The magnitude of the budget range for the organisations which provided their budget estimates (n = 232) was on the second quartile (M= 2.10, SD= 0.760) representing 11-30 million Kenya shillings annually. The data returned on level of staff establishment and the duration the organisations were used to fit the model of analysis as moderating variables on the assumption that these two factors contribute positively to succession planning and organisation performance in general.

Table 6: Organisation’s Staff Establishment and Tenure of Existence

How long has the Organization been in existence * Level of the organisation's staff establishment Cross tabulation								
			Level of the organisation's staff establishment					Total
			1 - 10	11 – 20	21 - 30	31 – 40	41 and >	
How long has the Organization been in existence	1 - 5 YEARS	Count	10	7	0	0	0	17
		% within How long has the Organization been in existence	58.8%	41.2%	0.0%	0.0%	0.0%	100.0%
	6 - 10 YEARS	Count	52	16	4	4	1	77
		% within How long has the Organization been in existence	67.5%	20.8%	5.2%	5.2%	1.3%	100.0%
	11 - 15 YEARS	Count	42	43	4	0	5	94
		% within How long has the Organization been in existence	44.7%	45.7%	4.3%	0.0%	5.3%	100.0%
	16 - 20 YEARS	Count	32	13	11	2	2	60
		% within How long has the Organization been in existence	53.3%	21.7%	18.3%	3.3%	3.3%	100.0%
	21 YEARS AND ABOVE	Count	5	4	2	7	0	18
		% within How long has the Organization been in existence	27.8%	22.2%	11.1%	38.9%	0.0%	100.0%
Total	Count	141	83	21	13	8	266	
	% within How long has the Organization been in existence	53.0%	31.2%	7.9%	4.9%	3.0%	100.0%	

Table 6 represents a cross tabulation of how long the organisations that participated in the study have existed against the level of staff establishment. As illustrated above, majority of

the organisations have an about 10 staff (68%) and these have been in existent for about 6-7 years. These findings also revealed that most organisations (47 %) of the sampled population have been in existence for about 11 to 15 years and have about 11-20 employees. The study also revealed that of these organisations that have been existence for more than 20 years had the majority of employees of about 31-40 representing (39%). Chi- Square tests further indicate that the longer the organisation has been in existence, the larger the staff establishment. As such Pearson Chi- square with a value of 83.33 with a $P < 0.005$ was observed.

Table 7: Annual Budget and Level of Staff Establishment

Organisation's annual budget in Kenya Shillings * Level of the organisation's staff establishment								
Crosstabulation								
			Level of the organisation's staff establishment					Total
			1 - 10	11 - 20	21 - 30	31 - 40	41 and above	
Organisation's annual budget in Kenya Shillings	Less than 10 Million	Count	34	9	2	1	0	46
		% within Organisation's annual budget in Kenya Shillings	73.9%	19.6%	4.3%	2.2%	0.0%	100.0%
	11 - 30 Million	Count	47	56	10	5	6	124
		% within Organisation's annual budget in Kenya Shillings	37.9%	45.2%	8.1%	4.0%	4.8%	100.0%
	31 - 50 Million	Count	40	1	5	2	0	48
		% within Organisation's annual budget in Kenya Shillings	83.3%	2.1%	10.4%	4.2%	0.0%	100.0%
	51 Million and above	Count	2	1	2	3	2	10
		% within Organisation's annual budget in Kenya Shillings	20.0%	10.0%	20.0%	30.0%	20.0%	100.0%
Total		Count	123	67	19	11	8	228
		% within Organisation's annual budget in Kenya Shillings	53.9%	29.4%	8.3%	4.8%	3.5%	100.0%

Majority of the organisation that have staff of about 1-10 had most of their budget range between 31- 50 million Kenya shillings representing (83%). Of those organisations that had about 11- 20 employees, majority representing (45%) had their budgets between 11- 30 million Kenya shilling. Alternatively, those organisations with the largest number of employees, 41 and above had the largest budget of 51 million Kenya shilling and above. From the findings above and the Chi- Square tests it can be deduced that, an organisation's annual budget depends on how long the organisation has been in existence. This is further supported

by a high statistical significance with a Pearson chi-square value of 32.804 and $p=0.001$ which is less than 0.005

Table 8: Annual budget and level of staff establishment

How long has the Organization been in existence * Organisation's annual budget in Kenya Shillings							
Crosstabulation							
			Organisation's annual budget in Kenya Shillings				Total
			Less Than 10 Million	11 - 30 Million	31 - 50 Million	51 Million and Above	
How long has the Organization been in existence	1 - 5 Years	Count	2	13	1	0	16
		% within How long has the Organization been in existence	12.5%	81.2%	6.2%	0.0%	100.0%
	6 - 10 Years	Count	10	37	18	2	67
		% within How long has the Organization been in existence	14.9%	55.2%	26.9%	3.0%	100.0%
	11 - 15 Years	Count	21	47	12	0	80
		% within How long has the Organization been in existence	26.2%	58.8%	15.0%	0.0%	100.0%
	16 - 20 Years	Count	9	18	18	6	51
		% within How long has the Organization been in existence	17.6%	35.3%	35.3%	11.8%	100.0%
	21 Years And Above	Count	4	11	1	2	18
		% within How long has the Organization been in existence	22.2%	61.1%	5.6%	11.1%	100.0%
	Total	Count	46	126	50	10	232
		% within How long has the Organization been in existence	19.8%	54.3%	21.6%	4.3%	100.0%

Most of these NGOs operations are dependent on donor funds. Majority of the organisations of which have been in existence for 1- 5 years had budget range of between 11- 30 million Kenya shillings representing. Findings also demonstrate that the longer the organisation has been in existence, the larger the budget. This is demonstrated by the fact that those organisations that have been in existence for more than 16 years (35%) had budgets of between 31-50 million Kenya shillings. similarly, those organisations that had budgets above 52 million Kenya shilling represented (12% and 11%) respectively those organisations that have existed in the two categories of that have for 16- 20 years and those that have existed for more than 21 years. Chi- Square test- annual budget and level of staff establishment indicate that, an Organisation's annual budget depends on how long it has been in existence. This is further supported by a high statistical significance with a Pearson chi-square value of 32.804 and $p=0.001$ which is less than 0.005.

4.3. Descriptive Analysis and Discussions of Findings of main Variables

4.3.1 Strategic Human Resource Programs

Indicators for strategic human resource management that form the basis of succession planning were identified. These employee resourcing, training and development, performance appraisal, career development and total rewards, were assessed to establish if effective succession planning programs share certain common characteristics across organisations that are employing human resource management strategies. Table 9 summarises the response rate in percentage.

Table 9: Strategic Human Resource Programs

Strategic HRM programs	Not all important	Not very important	Somewhat important	Important	Very important	χ^2	$P > \chi^2$
Established way of recruitment to forecast future talent needs	7%	10.7%	10%	33.3%	38.9%	119.926	0.000
Established means to compare individual skills to the requirements of a future position performance appraisal	7.4%	25.7%	19.3%	8.9%	38.7%	88.937	0.000
Tied succession planning programme to training programme	9.3%	7.8%	15.6%	33.7%	32.2%	145.467	0.000
Tied succession planning programme to individual career plans	5.3%	14.4%	17.3%	33%	30.3%	112.273	0.000
Established incentives/rewards for identified successors in the succession planning programme.	9.6%	13.0%	14.4%	31.1%	31.9%	123.422	0.000

To a greater extent, the practise among NGO's affirmed that talent reviews are the key to effective Succession management, including identified gaps. However, organisation talent

reviews for succession planning should be executed within the context of a talent strategy as a rigorous competency-based assessment of employees, in order to identify high-potential employees and future leaders, and to determine bench strength at a particular level that links well with the seven point model. This is not explicitly identified as a practise among NGO's as discussed in the review of literature under section 2.4.1 on the seven pointed star model, (Karien, 2011). With respect to training and development, more than a quarter indicated that it was very important (30%) and another (33%) indicated as only important'. Rewards and incentives were recognized as very important with nearly half (40%) and (31%) as only important. On the contrary, almost a quarter (13.0%) felt that incentives and rewards for identified successors for succession planning were not very important. The mentioned aspects of training and development, rewards and incentives are also considered critical in the analysis of the PACE model of Aberdeen Group. As capabilities and enablers, they provide essential ingredients of a succession planning strategy that produce top results in maintaining performance measurement as the key functionality of solutions required to support the organisation's enabling business practices (Jayson and Martins, 2008).

These findings synchronises with the increasing interest in tactical succession planning using talent management. This is considered as key in the development of the concept of Succession planning as a dynamic and ongoing process of systematically identifying, assessing, and developing leadership talent (Nink and Fogg, 2006). Performance management was recognized with half of (50%) who agreed, whereas (23%) disagreed on the same. Almost a quarter of (21%) strongly agreed while about half (59%) agreed that training and development is key. Slightly more than half (52%) agreed that its important to integrated rewards systems to succession planning. However, (21%) disagreed with additional (8%) strongly disagreeing. As such therefore, talent management remains key as supported by (Dessler, 2005) that, the process of succession planning general demands three steps that include: Firstly, identifying and analysing key jobs; secondly, creating and assessing candidates; and thirdly, selecting the right individuals who will fill up the key positions and stating the program over the lifetime of the organisations.

Table 10: Chi- Square Test for Strategic HRM Programs

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	73.058 ^a	12	.000
Likelihood Ratio	72.693	12	.000
Linear-by-Linear Association	5.787	1	.016
N of Valid Cases	228		
a. 11 cells (55.0%) have expected count less than 5. The minimum expected count is .35.			

The probability of the chi-square test statistic ($X^2= 73.058$) was $p < 0.005$. The research hypothesis that differences in strategic HRM programme is related to differences in succession planning characteristics of: Established way of recruitment to forecast future talent needs, established means to compare individual skills to the requirements of a future position performance appraisal, tied succession planning programme to training programme, tied succession planning programme to individual career plans and established incentives/rewards for identified successors in the succession planning programme is supported by this analysis.

4.3.2 Succession Planning Characteristics

In this study succession characteristic was depicted as a variable of study with three main futures that included: linkage to strategic plan, Top management support and total employee involvement with sub indicators for each of the component.

4.3.2.1 Linkage to Strategic Plans

The study inquired whether the NGOs consider succession planning as part of their strategic plans. Table 11 summarizes key findings on the areas assessed that included: Tied succession planning programs to the organisation strategic plans, established program action plans and established way to forecast future talent needs

Table 11: Linkage to Strategic Plans

Linkage to strategic plans	Not all important %	Not very important %	Somewhat important %	Important %	Very important %	χ^2	$P > \chi^2$
Tied succession planning programs to the organisation strategic plans	6.4	22.6	5.3	45.1	20.7	138.32	0.000
Established programme action plans	1.5	11.9	12.0	34.4	40.2	168.07	0.000
Established way to forecast future talent needs	1.9	5.6	4.9	71.6	16.0	462.08	0.000

Tied succession plans to the organisation strategic plans were considered important with (45%) as important whereas (23%) stated that it is not very important. The probability of the chi-square test statistic ($X^2=138.32$) was at a significance level of $p < 0.005$. The research hypothesis that differences in tied succession planning programs to the organisation strategic plans are related to differences in linkage to strategic plan is supported by this analysis. NGOs are therefore considering linkage to strategic plans as a key capability to succession planning as championed by best in class mode (Aberdeen Group, 2007).

Almost half (40%) considered action planning as very important and further qualified with (72%) as important to establish ways to forecast future talent needs of the organisation. The probability of the chi-square test statistic ($X^2=168.07$) was at a significance level of $p < 0.005$. The research hypothesis differences of linkage to strategic plans are related with the differences of established programme action plans as supported by this analysis. The findings summarised are found to be in support of (Shen and Cannella, 2003) significance of succession planning, towards delivering business strategy as effective implementation of succession management strategies is linked to various outcomes, including shareholder wealth, post-Succession senior executive turnover, business continuity and the retention of key talent(line too long). These findings resonate well with public sector pitfalls identified with (Wyatt, 2007) where he emphasised on the importance of making succession planning

part of an overall talent management strategy linked to organisation’s strategic goals without which succession planning programs will not achieve their desired results.

4.3.2.2 Top Management Support

Top management support to the implementation of succession planning is a key component considered as a major variable. Table 12 summarises some components such as oversight responsibility, budgeting management of the processes.

Table 12: Top Management Support

Top Management support	Not all important %	Not very important %	Somewhat important %	Important %	Very Important %	χ^2	P> χ^2
Fixed responsibility for organisations oversight of the programme statement to guide the programme	1.5	12.5	25.0	40.6	20.2	287.06	0.000
Developed means to budget for a succession planning	1.5	23.0	48.7	19.4	7.4	136.61	0.000
Established way to plan for meeting succession planning needs through individual development plans	3.7	11.2	46.1	28.6	10.4	134.48	0.000

Nearly half (41%) indicated fixed responsibility for organisations oversight considered very important on the programme statement to guide the succession planning programme. The probability of the chi-square test statistic ($\chi^2=287.06$) was at a significance level of $p < 0.005$. The research hypothesis that the difference in top management support as a characteristic of succession planning are related to the difference of fixed responsibility for organisations oversight of the programme statement to guide as support by this analysis. However, almost half (49%) considered developed means to budget for a succession planning to be somewhat important. The probability of the chi-square test statistic ($\chi^2=168.07$) was at a significance level of $p < 0.005$. The research hypothesis that the difference in top management support as a

characteristic of succession planning are related to the difference in developed means to budget for a succession planning support as by this analysis.

Whereas established way to plan for meeting succession planning needs through individual development plans was also considered somewhat (46%). The probability of the chi-square test statistic ($X^2=168.07$) was at a significance level of $p < 0.005$. The research hypothesis that difference in top management support as a characteristic of succession planning is related to the difference of established way to plan for meeting succession planning needs through individual development plans as support by this analysis. The descriptive statistics relating to top management support in succession planning practises in the NGOs are found to be of importance; the same applies to findings from other studies in small and medium enterprises in South Africa. As such, (Richtermeyer, 2011) concluded that top management support is need for succession planning to be done correctly and with foresight where leadership provides solid foundation for the board, employees, and managers for continuity.

4.3.3.3 Total Employee Involvement

The extent to which the entire management of the organisation is involved in succession planning was investigated in terms of; articulated written philosophy, identified groups, workshops to train management, and means to track. Table 13 summarises the finding.

Table 13: Total Employee Involvement

Total employee involvement	Not all important	Not very important	Somehow important	Important	Very important	χ^2	$P > \chi^2$
Articulated written philosophy about the Succession Planning programme	14.8	17.0	24.9	28.1	15.1	43.22	0.000
Identified groups to be served in programme ,in priority order	6	15.7	24.0	39.0	15.4	81.56	0.000
Organisation creates workshops to train management and employees about the succession planning programme	0.7	19.1	20.6	38.6	21.0	92.83	0.000
Established means to track development activities to prepare	8.1	14.7	5.0	40.2	32.0	122.45	0.000

successors for eventual advancements							
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NGO's (N=246) had a mixed opinion on whether articulated written philosophy about the Succession Planning programme was of importance. More than a quarter (28%) indicated this is an important aspect, whereas (25%) indicated that this is of slight importance. A considerable percentage of (15%) felt that this is not important at all. The probability of the chi-square test statistic ($\chi^2 = 43.02$) was at a significance level of $p < 0.005$. The research hypothesis that the difference in top management support as a characteristic of succession planning are related to the difference of articulated written philosophy about the Succession Planning programs supported with this analysis that shows statistically significant association. However, top leadership support is considered key to best practise. The first step for systematic succession planning and management is for the organisations to make the commitment. In this step the organisation's decision makers are expected to: Assess problems and practices, demonstrate the need for the program, determine the organisation's exact succession planning and management program requirements, link the program directly to organisational and human resource strategic plans, benchmark practices in other organisations, clarify the roles of different groups in the program (Rothwell, 2001).

On the other hand, identified groups to be served in the programme, in priority order was considered as important with nearly half (39%) and subsequent 15.4% very important. The probability of the chi-square test statistic ($\chi^2 = 92.83$) was at a significance level of $p < 0.005$. The research hypothesis that the difference in total employee involvement are related to the difference in identified groups to be served in programme in priority order as justified by this analysis show statistically significant association.

Whether the organisation creates workshops to train management and employees about the succession planning programme that was rated 38.6% as important whereas 19.1% indicated that this is not important. Aspects of training in this case related to whether the organisations had tried succession plans to training programme. The probability of the chi-square test statistics? ($\chi^2 = 92.83$) was at a significance level of $p < 0.005$. The research hypothesis that

the difference in total employee involvement are related to the difference in identified groups to be served in programme in priority order as supported by this analysis show statistically significant association.

Over and above, established means to track development activities to prepare successors for eventual advancements was considered to be of importance with a majority constituting 40% of the sampled population. This aspect of succession planning is linked to performance appraisals. The probability of the chi-square test statistic ($\chi^2= 122.45$) was at a significance level of $p < 0.005$. The research hypothesis that the difference of total employee involvement are related to the difference in established means to track development activities to prepare successors for eventual advancements, as supported by this analysis show statistically significant association. This is further supported by (Ibarra,2005) argument on importance of identifying critical positions which are essential for the organisation, department, division, work unit, or team to achieve the necessary work results and factoring them into succession planning programme through engaging employees.

4.3.4 Periodic Assessment

Methods of evaluating succession planning programs were assessed in terms of; means to evaluate the results of succession planning programme, means to track development activities to prepare successors for eventual advancement, way to review organisational talent at least annually and means to keep records for individuals who are designated as successors.

Table 14: Periodic Assessment

Periodic Assessment	Not all important %	Not very important%	Somewhat important%	Important %	Very important%	χ^2	P> χ^2
Established means to evaluate the results of succession planning programme	12.6	18.9	20.4	31.1	17	41.32	0.000
Established means to track development activities to prepare successors for eventual advancement	6.0	15.7	21.6	41	15.7	122.49	0.000
Established way to review organisational talent at least annually	0.7	20.5	22.4	36.9	19.4	88.98	0.000
Devised means to keep records for individuals who are designated as successors	6.0	12.7	31.1	30	20.2	132.22	0.000

Almost half (31%) indicated that established means to evaluate the results of succession planning programme are important. The probability of the chi-square test statistic ($\chi^2=41.32$) was at a significance level of $p < 0.005$. The research hypothesis that the difference in periodic assessment are related to the difference in established means to evaluate the results of succession planning programme as supported by this analysis show statistically significant association.

Majority (41%) indicated that established means to track development activities to prepare successors for eventual advancement is important. The probability of the chi-square test statistic ($\chi^2=122.49$) was at a significance level of $p < 0.005$. The research hypothesis that the difference in periodic assessment are related to the difference in established means to track development activities to prepare successors for eventual advancement as supported this analysis shows statistically significant association.

Nearly a quarter (22%) indicated that an established way to review organisational talent at least annually is somewhat important. The probability of the chi-square test statistic ($\chi^2=88.89$) was at a significance level of $p < 0.005$. The research hypothesis that difference of periodic assessment is related to the difference in established way to review organisational talent at least annually is supported by this analysis and shows statistically significant association. About (20%) were convinced that devised means to keep records for individuals who are designated as successors are very important. The probability of the chi-square test statistic ($\chi^2 = 132.22$) was at a significance level of $p < 0.005$. The research hypothesis that difference of periodic assessment is related to the difference in devised means to keep records for individuals who are designated as successors is supported by this analysis and shows statistically significant association.

Findings support the importance of ensuring continuous evaluation in management. These findings therefore, account for the criteria for assessing SP program as suggested by (Greer and Virick, 2008) that include; establishing number of successors for a key position, percentage of vacancies filled internally, average number of successors for a key position, number of key positions that have one or two developed candidates, satisfaction of successors, and rate of change in Succession pool. Aquila (2007) states that Succession planning is now more complex than 15 years back and recommended 7 key best practices for succession planning implementation that included: a deployment of a process that links succession planning and firm's overall business strategy, continuous identification of future leaders, development plans for future leaders, measure result for success, keeping it simple and aligned with firms' overall strategic objective and gaining support from top management.

4.3.5 Organisation Performance

The variable of organisation performance under consideration was: stakeholder's outcomes, internal business process and institutional growth.

4.3.5.1 Stakeholder's Outcomes

Stakeholders outcome as an indicators of organisation performance was integrated as a component of not forprofit financial measure. Indicators for this included a measure on the stented to which the organisation; Keep up-to-date with advances about what works (does not work) to improve performance in our field, whether employees have high level of understanding of the organisation’s strategic orientation, whether their stakeholders (Donors and beneficiaries) consider their work relevant, whether communities are taking ownership of the projects and programs they implement and whether financial and narrative reports clearly indicate activity outcome of the activities implemented by these NGOs.

Table 15: Stakeholders Outcome

Stakeholders outcome	Not all important %	Not very important%	Somewhat important %	Important %	Very important%	χ^2	P> χ^2
Keep up-to-date with advances about what works (does not work) to improve performance in our field	7.0	11.1	9.6	33.3	38.9	120.04	0.000
Employees have high level of understanding of organisations strategic orientation	7.4	25.7	19.7	8.6	38.7	90.02	0.000
Our stakeholders consider our work relevant.	9.3	7.4	15.9	33.0	33.0	146.27	0.000
Communities are taking ownership of the projects and programs we implement	5.3	14.4	17.0	33.0	37.3	112.27	0.000
Financial and narrative reports clearly indicate activity outcome	9.6	12.6	14.8	31.5	31.5	123.64	0.000

Nearly half (39%) of the organisations (n=270) indicate that they keep up-to-date with advances in knowledge about what works (and what does not work) to improve performance in their field as very important. The probability of the chi-square test statistic ($\chi^2= 120.04$)

was at a significance level of $p < 0.005$. The research hypothesis that the difference in stakeholders outcome are related to the difference in keeping up-to-date with advances about what works (does not work) to improve performance is justified by this analysis and shows a statistically significant association.

Almost half (39%) felt its very important that employees have a high level of understanding of organisation's strategic orientation. The probability of the chi-square test statistic ($\chi^2 = 90.02$) was at a significance level of $p < 0.005$. The research hypothesis that the difference of stakeholders outcomes are related to the difference in employees having a high level of understanding of organisation's strategic orientation is justified by this analysis and shows statistically significant association.

About (33%) pointed to the fact that; it is very important their Stakeholders (development partners) consider their work relevant. More than quarter (37%) indicated that it is very important that communities take ownership of the projects and programs they implement. The probability of the chi-square test statistic ($\chi^2 = 146.27$) was at a significance level of $p < 0.005$. The research hypothesis that the difference in stakeholders outcomes are related to the difference that stakeholders consider NGO's work relevant is justified by this analysis and shows statistically significant association. The review of literature emphasised that NGOs are the recipients of billions of dollars invested in social transformation. This provided the basis for considering NGOs' performance as necessary factor for upwards accountability to the stakeholders such as donors, international aid organisations or foreign governments supporting developing countries and downwards accountability to those to whom they exist that include the stakeholders or direct beneficiaries who are dependent on these organisations (Bendell, 2006).

About (33%) indicated that it is very important financial and narrative reports clearly demonstrate activity-outcomes. The probability of the chi-square test statistic ($\chi^2 = 112.27$) was at a significance level of $p < 0.005$. The research hypothesis that the difference in stakeholders outcomes is related to the difference of communities are taking ownership of the

projects and programs they implement is justified by this analysis and shows statistically significant association.

In relation to the already existing literatures, the above findings point to the fact that general conceptualisation of organisational performance especially NGOs is relative. This is viewed in line with analysis of these three dimensions provided by (Espirito 2001) as, effectiveness and efficiency relating to the costs of inputs, process, and technology, capacity that relates to generating outputs and issues of continuation such as survivability and responsiveness as NGOs, like other organisations, try to justify what they do and how they do it(too long). The indicators of succession planning practices considered under this category focused on whether the NGOs: have a written succession plan policy, organization are potential successors identified for key position and scope of succession planning involvement and type of succession planning that exists in the sampled NGO.

4.3.5.2 Internal Business Process

Internal business process provides a measure on the extent to which the organisation keeps at breast with the implementation of its defined policies and procedures. Attributes applied to NGOs included: whether the NGOs constantly emphasize and introduce managerial innovations, work hard to ensure that they apply the best performance tools and techniques that are relevant to the field in which they operate and often assess departments' needs by forecasting future staffing requirements to determine work competency requirements with regards to succession planning

Table 16: Internal Business Process

Internal business process	Not all important %	Not very important%	Somewhat important%	Important%	Very important%	χ^2	P> χ^2
We constantly emphasize and introduce managerial innovations	6.0	15.7	8.6	36.6	33.2	106.52	0.000
We work hard to ensure that we apply the best performance tools and techniques that are relevant to the field in which we operate	1.5	11.9	32.0	34.4	20.2	168.07	0.000
We often assess departments needs by forecasting future staffing requirements to determine work competency requirements with regards to succession planning	1.9	5.6	5.6	70.9	16.0	448.87	0.000

Nearly half (37%) indicated that they constantly emphasize and introduce managerial innovations such as (e.g. computer-based administrative innovations, new employee reward/training schemes, new departments or project teams among other) is important. There was much significant difference between the two mean squares of internal business processes and constantly emphasizing and introducing managerial innovations (e.g. computer-based administrative innovations, new employee reward/training schemes, new departments or project teams, etc.).The probability of the chi-square test statistic ($\chi^2= 106.52$) was at a significance level of $p < 0.005$. The research hypothesis that the difference in internal business are related to the difference in constantly emphasizing and introducing managerial innovations such as (e.g. computer-based administrative innovations, new employee

reward/training schemes, new departments or project teams among other) is justified by this analysis and shows statistically significant association.

About (32%) indicated that they work hard to ensure that they apply the best performance tools and techniques relevant to the field in which they operate. This was also considered somewhat important. The probability of the chi-square test statistic ($\chi^2= 168.07$) was at a significance level of $p < 0.005$. The research hypothesis the difference in internal business process are related to the difference in working hard to ensure application of the best performance tools and techniques relevant to the field in which the organisation operate is justified by this analysis and shows a statistically significant association.

More than half (71%) pointed out that assessing department's needs by forecasting future staffing requirements to determine work competency requirements with regards to succession planning is important. The probability of the chi-square test statistic ($\chi^2= 448.87$) was at a significance level of $p < 0.005$. The research that the difference in internal business process is related to the difference in assessing department's needs by forecasting future staffing requirements to determine work competency requirements is justified by this analysis and shows a statistically significant association. The above mentioned aspects of internal business process explains (Devero, 2004) concepts attributed to measures of organisation performance that include; efficiency, effectiveness, equity, culture, power, and values which affects performance directly or indirectly.

4.3.5 Institutional Growth

Institutional growth in this perspective of organisation performance was measured based on the aspects of continuous review of work teams frequently and processes evaluation of incidents of performance and growth, decisions and innovations to derive as much learning as they can from both success and failure through performance appraisal, equip employees with the best methods, tools, technology and techniques, employees feeling very committed to the organisation growth and development and career development being given key priority in the organisation

Table 17: Institutional Growth

Institutional Growth	Not all important %	Not very important %	Somewhat important %	Important %	Very important %	χ^2	P> χ^2
Work teams frequently review and evaluate processes, incidents, decisions and innovations to derive as much learning as they can from both success and failure through performance appraisal	13.3	18.4	16.5	37.4	20.4	38.47	0.000
Equip our employees with the best methods, tools, technology and techniques	6.0	11.4	12.3	35.5	37.8	96.63	0.000
Employees feel very committed to the organisation for growth and development	10.8	20.1	2.1	29.8	39.2	98.98	0.000
Career development is a key priority in our organisation	6.0	7.7	10.0	51.3	25.0	131.2 2	0.000

About (37%) indicated that their work teams frequently review and evaluate processes, incidents, decisions and innovations to derive learning's, both from success and failure through performance appraisal as important. The probability of the chi-square test statistic ($X^2= 38.48$) was at a significance level of $p < 0.005$. The research hypothesis that the difference in institutional growth are related to the difference of work teams frequently review and evaluate processes, incidents, decisions and innovations to derive learning's, both from success and failure through performance appraisal is justified by this analysis and shows statistically significant association(line quite long).

Equipping employees with the best methods, tools, technology, and techniques was rated as very important with nearly half of the population (38%). This was supported with (36%) as important. The probability of the chi-square test statistic ($X^2= 96.63$) was at a significance level of $p < 0.005$. The research hypothesis that the difference in institutional growth are

related to the difference in equipping employees with the best methods, tools, technology, and techniques is justified by this analysis and shows statistically significant association.

About (40%) were convinced that their employees feel very committed to the organisation for growth and development. However, about (11%) felt that this was not important at all to them. The probability of the chi-square test statistic ($X^2= 98.98$) was at a significance level of $p < 0.005$. The research hypothesis that the difference in institutional growth is related to the difference in employees feeling very committed to the organisation for growth and development is justified by this analysis and shows statistically significant association.

Career development being priority in an organisation was considered important (51%). Less than 10% considered this not important. The probability of the chi-square test statistic ($X^2= 131.22$) was at a significance level of $p < 0.005$. The research hypothesis that the difference in institutional growth are related to the difference in established ways to review organisational talent at least annually is justified by this analysis and shows statistically significant association.

4.4 Succession Planning Practices among Non-Governmental Organisations'

The survey assessed whether these NGOs have a written succession plan or policy, potential successor's identified for key positions, the scope of succession planning involvement and the type of succession planning.

Table 18: Years of organisation existence and potential successors being identified

Crosstab					
			In your organization are potential successors identified for key position?		Total
			YES	NO	
How long has the Organization been in existence	1 - 5 YEARS	Count	5	12	17
		% within How long has the Organization been in existence	29.4%	70.6%	100.0%
		% within In your organization are potential successors identified for key position?	11.1%	5.7%	6.6%
		% of Total	1.9%	4.7%	6.6%
	6 - 10 YEARS	Count	15	59	74
		% within How long has the Organization been in existence	20.3%	79.7%	100.0%
		% within In your organization are potential successors identified for key position?	33.3%	27.8%	28.8%
		% of Total	5.8%	23.0%	28.8%
	11 - 15 YEARS	Count	14	76	90
		% within How long has the Organization been in existence	15.6%	84.4%	100.0%
		% within In your organization are potential successors identified for key position?	31.1%	35.8%	35.0%
		% of Total	5.4%	29.6%	35.0%
	16 - 20 YEARS	Count	9	51	60
		% within How long has the Organization been in existence	15.0%	85.0%	100.0%
		% within In your organization are potential successors identified for key position?	20.0%	24.1%	23.3%
		% of Total	3.5%	19.8%	23.3%
	21 YEARS AND ABOVE	Count	2	14	16
		% within How long has the Organization been in existence	12.5%	87.5%	100.0%
% within In your organization are potential successors identified for key position?		4.4%	6.6%	6.2%	
	% of Total	0.8%	5.4%	6.2%	
Total	Count		45	212	257
	% within How long has the Organization been in existence		17.5%	82.5%	100.0%
	% within In your organization are potential successors identified for key position?		100.0%	100.0%	100.0%
	% of Total		17.5%	82.5%	100.0%

The results showed that among those organisations that have been in existence for about 6-10 years (33%) are likely to have potential successors identified for key positions compared to those that are 1- 5 years (11%). However, there is a decrease in percentage from those organisation that are 11-15 years (31%) and 16-20 years (20%). A further decline is evident among organisations that are over 21 years old (4%)

Table 19: Chi-Square test on years of existence and written succession plan policy

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.835 ^a	4	.586
Likelihood Ratio	2.643	4	.619
Linear-by-Linear Association	2.202	1	.138
N of Valid Cases	257		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 2.80.

In this table of Chi- Square test, the results indicates that 2 cell (20%) have expected count less than 5 and the minimum expected count is 2.80. The sample size requirement for the Chi-Square test of independence is not satisfied. The Chi- Square test of independence of the relationship between how long the organisation has been in existence and how the potential successors are identified shows test statistic ($\chi^2 = 2.835$) at a significance level of $p=0.586$ that is greater than alpha level of significance of 0.05. The null hypothesis potential successors would be identified are not independent of the difference of the years of organisation existence. We therefore accept the null hypothesis and conclude that there is no relationship between the means of identifying potential successors and the number of years the organisation has been in existence.

Table 20: Organisation Existence and Written Succession Plan Policy

Crosstab					
			Does your organization have a written succession plan policy?		Total
			YES	NO	
How long has the Organization been in existence	1 - 5 YEARS	Count	9	9	18
		% within How long has the Organization been in existence	50.0%	50.0%	100.0%
		% within Does your organization have a written succession plan policy?	8.5%	5.5%	6.7%
		% of Total	3.3%	3.3%	6.7%
	6 - 10 YEARS	Count	35	44	79
		% within How long has the Organization been in existence	44.3%	55.7%	100.0%
		% within Does your organization have a written succession plan policy?	33.0%	26.8%	29.3%
		% of Total	13.0%	16.3%	29.3%
	11 - 15 YEARS	Count	33	62	95
		% within How long has the Organization been in existence	34.7%	65.3%	100.0%
		% within Does your organization have a written succession plan policy?	31.1%	37.8%	35.2%
		% of Total	12.2%	23.0%	35.2%
	16 - 20 YEARS	Count	23	37	60
		% within How long has the Organization been in existence	38.3%	61.7%	100.0%
		% within Does your organization have a written succession plan policy?	21.7%	22.6%	22.2%
		% of Total	8.5%	13.7%	22.2%
	21 YEARS AND ABOVE	Count	6	12	18
		% within How long has the Organization been in existence	33.3%	66.7%	100.0%
		% within Does your organization have a written succession plan policy?	5.7%	7.3%	6.7%
		% of Total	2.2%	4.4%	6.7%
Total	Count	106	164	270	
	% within How long has the Organization been in existence	39.3%	60.7%	100.0%	
	% within Does your organization have a written succession plan policy?	100.0%	100.0%	100.0%	
	% of Total	39.3%	60.7%	100.0%	

Findings shows that very few organisations that are only 1-5 years old have written succession planning policy (9%). A steady increase in the number of organisation that have written succession planning policies is evident among organisations that are 6-10 years (33%) and 11-15 years (31%). However, only (6%) half of the total number of the organisation that are 21 years and above had written succession planning policies. It is important that each and

every organisation defined its policies on how the organization intend to ensure that it has the talented people it needs in order to achieve success (Armstrong, 2010).

Table 21: Chi- square test on Organisation existence and written succession plan policy

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.815 ^a	4	.589
Likelihood Ratio	2.802	4	.591
Linear-by-Linear Association	1.648	1	.199
N of Valid Cases	270		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 7.07.			

Table 21 shows Chi- Square test, the results indicates that 0 cell (20%) have expected count less than 5 and the minimum expected count is 7.07. The sample size requirement for the Chi-Square test of independence is satisfied. However, the Chi- Square test of independence of the relationship between how long the organisation has been in existence and having a written succession plan policy shows test statistic ($\chi^2 = 2.815$) with a significance level at $p=0.589$ that is greater than alpha level of significance of 0.05. The null hypothesis of the organisation having written a succession planning policy is not dependent of the difference of the years of the organisation's existence. We therefore accept the null hypothesis and conclude that there is no relationship between having a written succession planning policy and the number of years the organisation has been in existence.

Table 22: Organisation existence and the scope of succession planning involvement

Crosstab						
			What is the scope of succession planning involvement in your organization			Total
			Only top management	line managers staff	All employees	
How long has the Organization been in existence	1 - 5 Yrs	Count	16	2	0	18
		% within How long has the Organization been in existence	88.9%	11.1%	0.0%	100.0%
		% within What is the scope of succession planning involvement in your organization	7.8%	3.8%	0.0%	6.7%
		% of Total	5.9%	0.7%	0.0%	6.7%
	6 - 10 Yrs	Count	70	9	0	79
		% within How long has the Organization been in existence	88.6%	11.4%	0.0%	100.0%
		% within What is the scope of succession planning involvement in your organization	34.1%	17.3%	0.0%	29.4%
		% of Total	26.0%	3.3%	0.0%	29.4%
	11 - 15 Yrs	Count	54	33	7	94
		% within How long has the Organization been in existence	57.4%	35.1%	7.4%	100.0%
		% within What is the scope of succession planning involvement in your organization	26.3%	63.5%	58.3%	34.9%
		% of Total	20.1%	12.3%	2.6%	34.9%
	16 - 20 Yrs	Count	50	5	5	60
		% within How long has the Organization been in existence	83.3%	8.3%	8.3%	100.0%
		% within What is the scope of succession planning involvement in your organization	24.4%	9.6%	41.7%	22.3%
		% of Total	18.6%	1.9%	1.9%	22.3%
	21 Years and above	Count	15	3	0	18
		% within How long has the Organization been in existence	83.3%	16.7%	0.0%	100.0%
		% within What is the scope of succession planning involvement in your organization	7.3%	5.8%	0.0%	6.7%
		% of Total	5.6%	1.1%	0.0%	6.7%
Total	Count	205	52	12	269	
	% within How long has the Organization been in existence	76.2%	19.3%	4.5%	100.0%	
	% within What is the scope of succession planning involvement in your organization	100.0%	100.0%	100.0%	100.0%	
	% of Total	76.2%	19.3%	4.5%	100.0%	

Succession planning involvement was considered fewer than three main categories. This was based on level of management from the top, line manager and all employees. As shown in the data above, majority of the organisations that involve top management in succession planning representing (34%) were of 6-10 years of existence. This exceeded the organisations that are 1-5 years old (8%). However, under this organisations' categorisation, it is evident that those which were over 21 years old represented (6%). Again, the organisations that are 11-15 years old involved most of the line management staff in succession planning (64%). This was closely followed by the organisations that are about 6-10 years old with only (18%). The results also showed that (58%) of the organisations that are 11-15 years old involve all employees in their succession planning process. This was closely followed by (42%) of the organisations that are 16-20 years old. However, none of the organisations that are 1-5 years old involved all employees in succession planning (0%).

Table 23: Organisation existence and the scope of succession planning involvement

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	34.987 ^a	8	.000
Likelihood Ratio	38.895	8	.000
Linear-by-Linear Association	2.678	1	.102
N of Valid Cases	269		

a. 7 cells (46.7%) have expected count less than 5. The minimum expected count is .80.

In this Chi-Square test table, the results indicate that 7 cells (47%) have an expected count of less than 5 and the minimum expected count is .80. The sample size requirement for the Chi-Square test of independence is not satisfied. The Chi-Square test of independence of the relationship between how long the organisation has been in existence and how the potential successors are identified shows test statistic ($\chi^2 = 34.987$) at a significance level of $p = 0.000$ that is less than alpha level of significance of 0.05. The null hypothesis level of succession planning scope of involvement is dependent on the difference of the years of organisation existence. We therefore reject the null hypothesis and conclude that there is a relationship between level of succession planning scope of involvement and the number of years the organisation has been in existence.

Table 24: Organisation existence and type of succession planning

		Crosstab					
		What type of succession planning exists in your organization				Total	
		Paper-Based	Partially Automated	Fully Automated	None		
How long has the Organization been in existence	1 - 5 years	Count	13	1	0	4	18
		% within How long has the Organization been in existence	72.2%	5.6%	0.0%	22.2%	100.0%
		% within What type of succession planning exists in your organization	7.5%	2.9%	0.0%	6.8%	6.7%
		% of Total	4.9%	0.4%	0.0%	1.5%	6.7%
	6 - 10 years	Count	53	6	1	19	79
		% within How long has the Organization been in existence	67.1%	7.6%	1.3%	24.1%	100.0%
		% within What type of succession planning exists in your organization	30.6%	17.1%	100.0%	32.2%	29.5%
		% of Total	19.8%	2.2%	0.4%	7.1%	29.5%
	11 - 15 years	Count	57	10	0	28	95
		% within How long has the Organization been in existence	60.0%	10.5%	0.0%	29.5%	100.0%
		% within What type of succession planning exists in your organization	32.9%	28.6%	0.0%	47.5%	35.4%
		% of Total	21.3%	3.7%	0.0%	10.4%	35.4%
	16 - 20 years	Count	37	16	0	6	59
		% within How long has the Organization been in existence	62.7%	27.1%	0.0%	10.2%	100.0%
		% within What type of succession planning exists in your organization	21.4%	45.7%	0.0%	10.2%	22.0%
		% of Total	13.8%	6.0%	0.0%	2.2%	22.0%
	21 years and above	Count	13	2	0	2	17
		% within How long has the Organization been in existence	76.5%	11.8%	0.0%	11.8%	100.0%
		% within What type of succession planning exists in your organization	7.5%	5.7%	0.0%	3.4%	6.3%
		% of Total	4.9%	0.7%	0.0%	0.7%	6.3%
Total	Count	173	35	1	59	268	
	% within How long has the Organization been in existence	64.6%	13.1%	0.4%	22.0%	100.0%	
	% within What type of succession planning exists in your organization	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	64.6%	13.1%	0.4%	22.0%	100.0%	

On the type of succession planning practice, majority of the organisations that are 6-10 years old have paper based succession planning (33%). This closely similar to (21%) of the organisations that are 11-15 years old. However, majority of these organisations that are 16-20 years old (46%) have partially automated succession planning programs. A stable increase in number of organisation partially automating their succession plans is also evident as the number of years of existence increases consecutively; 1-5 years (3%), 6-10 years (17%), 11-15 years (28%) and 16-20 years (46%). Very few organisations have a fully automated succession planning programs that are only represented by (1%) of the organisations under the 6-10 years old. Among the organisations that neither indicated whether their succession planning practices are paper based, partially automated or fully automated, majority of them were those that have been in existence for 11-15 years (48%). This is closely followed with (32%) of the organisations that are 6-10 years old. The table below shows Chi-Square results of type of succession planning and years of existence of the organisations.

Table 25: Chi-Square test on type of succession planning and years of existence

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.467 ^a	12	.033
Likelihood Ratio	21.813	12	.040
Linear-by-Linear Association	1.330	1	.249
N of Valid Cases	268		

a. 9 cells (45.0%) have expected count less than 5. The minimum expected count is .06.

The results from table 25 based on the Chi- Square test, indicate that 9 cell (45%) have expected counts of less than 5 and the minimum expected count is 0.06. The sample size requirement for the Chi-Square test of independence is not satisfied. However, the Chi-Square test of independence of the relationship between how long the organisation has been in existence and the type of succession planning shows test statistic ($\chi^2 = 22.467$) with a significance level at $p=0.033$ that is greater than alpha level of significance of 0.05. The null hypothesis organisation type of succession plan is not dependent on the difference of the years of organisation existence. We therefore accept the null hypothesis and conclude that there is no relationship between the type of succession plan and the number of years the organisation has been in existence.

4.5 Succession planning and stakeholders outcomes

The second objective of this study focused on the influence of succession planning practices on stakeholders outcomes. This takes into consideration or account the combined effect of the indicators of succession planning that is; strategic HRM programs, Linkage to strategic plans and periodic assessment contributions on stakeholders outcomes. Table 26 represents the correlation summary.

Table 26: Correlation matrix for succession planning and stakeholder’s outcomes

Correlations			
		SO	SP
Stakeholders Outcome	Pearson Correlation	1	.387**
	Sig. (2-tailed)		.000
	N	270	270
Succession Planning	Pearson Correlation	.387**	1
	Sig. (2-tailed)	.000	
	N	270	270
**. Correlation is significant at the 0.01 level (2-tailed).			
		SO	SHRM Programs
Stakeholders Outcome (SO)	Pearson Correlation	1	.666**
	Sig. (2-tailed)		.000
	N	270	270
Strategic HRM Programs (SHRM)	Pearson Correlation	.666**	1
	Sig. (2-tailed)	.000	
	N	270	270
**. Correlation is significant at the 0.01 level (2-tailed).			
		SO	SC
Stakeholders Outcome (SO)	Pearson Correlation	1	-.085
	Sig. (2-Tailed)		.165
	N	270	270
Succession Characteristic (SC)	Pearson Correlation	-.085	1
	Sig. (2-Tailed)	.165	
	N	270	270
		SO	PA
Stakeholders Outcome (SO)	Pearson Correlation	1	-.086
	Sig. (2-tailed)		.157
	N	270	270
Periodic Assessment (PA)	Pearson Correlation	-.086	1
	Sig. (2-tailed)	.157	
	N	270	270

Results returned a Pearson’s correlation of 0.387 with significance of 0.000 thus indicating positive relationship between succession planning and stakeholders outcome. Succession

planning that is strategic human resource programs contribution returned a Pearson's correlation of 0.666 with significance at 0.000 thus indicating a strong positive relationship between strategic HRM programs and stakeholders outcome. The statistical analysis returned Pearson's correlation of -0.085 with significance of $p = 0.165$ thus indicating a negative relationship between succession characteristic and stakeholders out-come. Results returned a Pearson's correlation of -0.086 with significance at 0.157 thus indicating a negative relationship between periodic assessment and stakeholders outcomes. It can be deduced that there is no significant relationship between succession characteristics on stakeholder's outcomes. This can be associated with the gap between linking organisation strategies to human resource components that include top leadership commitment and involvement of employees in the business process.

Table 27: Model Summary of Succession Planning and Stakeholders Outcomes

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.387 ^a	.149	.146	.78809
2	.457 ^b	.209	.203	.76144
a. Predictors: (Constant), SUCCESSION PLANNING				
b. Predictors: (Constant), SUCCESSION PLANNING, ESTABLISHMENT				

The model summary 14.9% of stakeholder's outcome is explained by succession planning without moderating variable. However after moderating, the effecting of succession planning on stakeholders' outcomes, the percentage of stakeholders outcomes changes to 20.9% which implies that there is a significant effect of moderating relationship. This can be attributed to the maturity of the organisation as the organisation strengthens it's the four major dimension of performance that is; efficiency, effectiveness, capacity and sustainability as viewed by (Brinkerhoff 1991). These findings therefore confirm the Rothwell *et al*, (2010) summary of the benefits of succession planning that included; enabling the organisation to identify and tap in record time, key people who are available to fill critical work functions, providing avenues for present and future discussions about talent development, defining career pathways through an organisation, providing for a higher return on investment from employees which leads to the appropriate promotion and pre-selection for people to meet organisational future goals. Key aspects of stakeholders outcomes identified in areas of NGO operations were such as

health, agriculture, education, industry and supply of amenities, advocacy on good governance and other related services. As pointed out in the subsequent chapters these are linked to strategic NGOs goals that include but not limited to: welfare, water, youth, gender, environment, HIV/AIDS, agriculture, disability, refugees, health, population, relief, governance, children, micro-finance, informal sector, information and education (Rick, 2002).

Table 28: Analysis of Variance for Succession Planning and Stakeholders Outcomes

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.240	1	29.240	47.078	.000 ^b
	Residual	166.453	268	.621		
	Total	195.693	269			
2	Regression	40.888	2	20.444	35.261	.000 ^c
	Residual	154.804	267	.580		
	Total	195.693	269			
A. Dependent Variable: Stakeholders Outcome						
B. Predictors: (Constant), Succession Planning						
C. Predictors: (Constant), Succession Planning, Establishment						

From the analysis of variance results, the study returned an F statistic of 47.078 without moderation and after moderating, the statistics changed to 35.261 all with significance level at 0.000. This outcome confirms that there is a relationship between stakeholder’s outcome and succession planning. The analysis of the findings can therefore be associated with (Bain, 1995) conclusion that succession planning seeks to address fundamental questions relating to: what happens in the outside world that can have a direct and profound influence on the personnel plans in the organisation that would bring about changes to the quantity and quality of man-power needed to support the mission and vision of an organisation.

Table 29: Regression Analysis of Succession Planning and Stakeholders Outcomes

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.826	.610		1.354	.177
	Succession Planning	.156	.023	.387	6.861	.000
2	(Constant)	.413	.597		.692	.489
	Succession Planning	.150	.022	.372	6.826	.000

	Establishment	.284	.063	.244	4.482	.000
a. Dependent Variable: Stakeholders Outcome						

The results in table 29 indicate that the intercept of regression without moderation was .0.826 and the coefficient associated to succession planning was 0.156. This implies that a single unit change in succession planning causes stakeholder outcome to increase by 0.156.

The resulting fitted model is therefore:

$$Y = 0.826 + 0.156 X_1$$

Where Y is Stakeholders outcome

X₁ is succession planning

After moderating the effect of succession planning on stakeholders outcome the intercept of the model changed to .413 and the coefficient associated to succession planning was 0.15 implying that a single unit change in succession planning causes stakeholders outcome to increase by 0.15

4.5.1 Strategic HRM programs and stakeholders outcomes

Strategic HRM gives direction on how to build the foundation for strategic advantage by creating an effective organizational structure and design, culture, employee value proposition, systems thinking, an appropriate communication strategy and preparing an organization for a changing landscape (Armstrong 2010).

Table 30: Model Summary of Strategic Planning and stakeholders outcomes

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.666 ^a	.444	.441	.63746
2	.686 ^b	.471	.467	.62283
A. Predictors: (Constant), Strategic HRM Programs				
B. Predictors: (Constant), Strategic HRM Programs, Establishment				

From the above table, the model summary 44.4 % of stakeholder's outcome is explained by strategic human resource management programs without a moderating variable. However after moderating, the effecting of strategic human resource management programs on stakeholder outcomes, the percentage of stakeholders outcomes changes to 47.1% which implies that there is a significant positive effect of moderating relationship. From the null hypothesis it was assumed that the longer the organisation has been in existence the larger the number of employees, policies and systems would positively and significantly contribute to

the effect of strategic human resource programs on the organisation's performance. In this study therefore, the HRM programs were consolidated and explained through the human resource cycle (an adaptation which is illustrated in the conceptual and theoretical framework), which consists of generic processes or functions that are performed in all organisations.(maintain a uniform spelling) These are: employee resourcing and selection that matches available human resources to jobs; appraisal (performance management); rewards (the reward system as one of the managerial tools for driving organizational performance); Training and development that is developing high-quality employees.

Table 31: Analysis of variance on strategic HRM programs and stakeholders outcome

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.790	1	86.790	213.582	.000 ^b
	Residual	108.903	268	.406		
	Total	195.693	269			
2	Regression	92.119	2	46.059	118.735	.000 ^c
	Residual	103.574	267	.388		
	Total	195.693	269			
A. Dependent Variable: Stakeholders Outcome						
B. Predictors: (Constant), Strategic HRM Programs						
C. Predictors: (Constant), Strategic HRM Programs, Establishment						

From the analysis of variance results, the study returned an F statistic of 213.582 without moderation and after moderating, the statistics changed to 118.735 all with significance level at 0.000. This outcome confirms that there is a relationship between strategic HRM programs and stakeholders outcome. This positive outcomes can be attributed to the fact that HRM is always considered as central for senior-management-driven strategic activity, which is developed, owned and delivered by management as a whole to promote the interests of the organisation that they serve and as such in line with ensuring the delivery of stakeholders outcomes as championed by (Purcell, Kinnie, Hutchinson, Rayton, and Swart, 2003).

Table 32: Coefficients of strategic HRM programs and stakeholders outcomes

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.586	.237		6.700	.000
	STRATEGIC HRM PROGRAMS	.389	.027	.666	14.614	.000
2	(Constant)	1.331	.241		5.515	.000

	STRATEGIC HRM PROGRAMS	.374	.026	.640	14.202	.000
	ESTABLISHMENT	.194	.052	.167	3.706	.000
a. Dependent Variable: STAKEHOLDERS OUTCOME						

Table 32 shows that the intercept of regression without moderation was 1.586 and the coefficient associated to strategic HRM programs was 0.389. This implies that a single unit change in strategic HRM programs causes stakeholders outcome to increase by 0.389. The resulting fitted model is therefore:

$$Y = 1.586 + 0.389 X_b$$

Where Y is Stakeholders outcome

X_b is strategic HRM programs

After moderating the effect of strategic HRM programs on stakeholders outcome the intercept of the model changed to 1.331 and the coefficient associated to succession planning was 0.374 implying that a single unit change in succession planning causes stakeholders outcome to increase by 0.374. From the above analysis it can be deduced that the best fit approach effective succession planning should emphasize the importance of ensuring that HR strategies are appropriate to the circumstances of the organization, including its culture, operational processes and external environment. HR strategies have to take account of the particular needs of both the organization and its people.

4.5.2 Succession characteristics and stakeholders outcomes

Succession characteristics as the second main future of succession planning included: top management support, total employee involvement and linkage to strategic plans.

Table 33: Model summary of Succession Characteristics and Stakeholders Outcomes

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.085 ^a	.007	.003	.85144
2	.280 ^b	.078	.072	.82184
a. Predictors: (Constant), SUCCESSION CHARACTERISTIC				
b. Predictors: (Constant), SUCCESSION CHARACTERISTIC, ESTABLISHMENT				

From the model summary 0.7 % of stakeholder’s outcome is explained by succession characteristics without moderating variable. However, after moderating effecting of succession characteristic on stakeholder outcomes, the percentage of stakeholders outcomes changes to 7.8% which implies that there is minimal effect on the moderated relationship. These minimal results bring about the felt need to develop a more positive, succession planning culture, which is more inclusive and linked to the strategies of the organisations. Other succession planning imperatives associated with changes in the philosophies of the organization in such areas as gaining commitment, mutuality, communications, involvement, devolution and teamwork are considered as important components of increasing stakeholder’s outcomes

Table 34: Analysis of Variance on Succession Characteristics and Stakeholders Outcomes

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.405	1	1.405	1.938	.165 ^b
	Residual	194.288	268	.725		
	Total	195.693	269			
2	Regression	15.353	2	7.677	11.366	.000 ^c
	Residual	180.339	267	.675		
	Total	195.693	269			
a. Dependent Variable: Stakeholders Outcome						
b. Predictors: (Constant), Succession Characteristic						
c. Predictors: (Constant), Succession Characteristic, Establishment						

From the analysis of variance results, the study returned an F statistic of 1.938 without moderation and after moderating, the statistics changed to 11.366 with significance levels also changing from 0.165 to 0.000. This outcome confirms that there is a minimal relationship between stakeholder’s outcome and succession characteristics.

Table 35: Coefficient's of Succession Characteristics and stakeholders Outcomes

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.752	.543		10.596	.000
	Succession Characteristic	-.075	.054	-.085	-1.392	.165
2	(Constant)	5.153	.540		9.536	.000
	Succession Characteristic	-.077	.052	-.087	-1.481	.140
	Establishment	.310	.068	.267	4.544	.000

a. Dependent Variable: STAKEHOLDERS OUTCOME

Results in table 35 indicate that the intercept of regression without moderation was 5.752 and the coefficient associated to succession characteristics was -0.075. This implies that a single unit change in succession characteristics does not cause any effect on stakeholder outcome as indicated to be of a negative effect of - 0.075. The resulting fitted model is therefore:

$$Y = 5.752 + - 0.075 X_c$$

Where Y is Stakeholders outcome

X_c is succession characteristics

After moderating the effect of succession characteristics on stakeholders outcome the intercept of the model changed to 0?.413 and the coefficient associated to succession planning was 0.15 implying that a single unit change in succession planning causes stakeholders outcome to increase by 0.15. The assumption underpinning the practice of succession planning is that people are the organization's key resource and organizational performance largely depends on them. If therefore, an appropriate range of succession characteristics linked to top management support, total employee involvement and linkage to strategic plans needs to be integrated within each organisation so as to enhance development and implementation of succession planning to make substantial impact on organisation performance linked to stakeholders outcomes.

4.5.2 Periodic Assessment and Stakeholders Outcomes

The third future of succession planning that was periodic assessment was further tested on stakeholders outcomes as a main future of succession planning to establish the effect.

Table 36: Model Summary Analysis of Periodic Assessment and Stakeholders Outcomes

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.086 ^a	.007	.004	.85132
2	.271 ^b	.074	.067	.82404
a. Predictors: (Constant), PERIODIC ASSESSMENT				
b. Predictors: (Constant), PERIODIC ASSESSMENT, ESTABLISHMENT				

Table 36 indicated the model summary 0.7% of stakeholders outcome is explained by periodic assessment without moderating variable. However after moderating, the effecting of periodic assessment on stakeholders outcome, the percentage of stakeholders outcome changes to 7.4 % which implies that there is a significant effect of moderating relationship.

Table 37: Analysis of Variance of Periodic Assessment and Stakeholders Outcome

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.460	1	1.460	2.014	.157 ^b
	Residual	194.233	268	.725		
	Total	195.693	269			
2	Regression	14.389	2	7.194	10.595	.000 ^c
	Residual	181.304	267	.679		
	Total	195.693	269			
a. Dependent Variable: Stakeholders Outcome						
b. Predictors: (Constant), Periodic Assessment						
c. Predictors: (Constant), Periodic Assessment, Establishment						

From the analysis of variance results, the study returned an F statistic of 2.014 without moderation and after moderating, the statistics changed to 10.595 with significance level changing from 0.157 to 0.000. This outcome confirms that there is a relationship between stakeholder's outcome and periodic assessment with effects from moderating variable of years of establishment and staff establishment

Table 38: Coefficients of Periodic Assessment and Stakeholders Outcomes

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.716	.507		11.270	.000
	Periodic Assessment	-.089	.063	-.086	-1.419	.157
2	(Constant)	4.828	.531		9.084	.000
	Periodic Assessment	-.053	.061	-.052	-.873	.384
	Establishment	.301	.069	.259	4.363	.000

a. Dependent Variable: Stakeholders Outcome

From the results in table 38, the intercept of regression without moderation was 5.716 and the coefficient associated to succession planning was 0.089. This implies that a single unit change in periodic assessment does not cause stakeholders outcome to increase as indicated by 0.089. The resulting fitted model is therefore:

$$Y = 5.716 + -0.089 X_3$$

Where Y is Stakeholders outcome

X₃ periodic assessment

After moderating the effect of succession planning on stakeholders outcome, the intercept of the model changed to 4.828 and the coefficient associated to succession planning was 0.053 implying that a single unit change in succession planning does not cause stakeholders outcome to increase.

4.6 Succession planning and internal business processes

Table 39 represents a summary analysis of various correlation matrixes of the variables of succession planning that include: strategic HRM programs, succession characteristics and periodic assessment

Table 39: Correlation Matrix for Internal Business Process

Correlations			
		Internal Business Process	Succession Planning
Internal Business Process	Pearson Correlation	1	.233**
	Sig. (2-tailed)		.000
	N	270	270
Succession Planning	Pearson Correlation	.233**	1
	Sig. (2-tailed)	.000	
	N	270	270
**. Correlation is significant at the 0.01 level (2-tailed).			
		Internal Business Process	Strategic HRM Programs
Internal Business Process	Pearson Correlation	1	.185**
	Sig. (2-tailed)		.002
	N	270	270
Strategic HRM Programs	Pearson Correlation	.185**	1
	Sig. (2-tailed)	.002	
	N	270	270
**. Correlation is significant at the 0.01 level (2-tailed).			
		Internal Business Process	Succession Characteristic
Internal Business Process	Pearson Correlation	1	.232**
	Sig. (2-tailed)		.000
	N	270	270
Succession Characteristic	Pearson Correlation	.232**	1
	Sig. (2-tailed)	.000	
	N	270	270
**. Correlation is significant at the 0.01 level (2-tailed).			
		Internal Business Process	Periodic Assessment
Internal Business Process	Pearson Correlation	1	.001
	Sig. (2-tailed)		.989
	N	270	270
Periodic Assessment	Pearson Correlation	.001	1
	Sig. (2-tailed)	.989	
	N	270	270

Statistics returned positive relationship between succession planning and internal business process with Pearson's correlation result of 0. 233 and significance at 0.000. Similarly, positive relationship between strategic HRM programs and internal business processes with results returned a Pearson's correlation of 0. 185 with significance at 0.002. The same applied to positive relationship between succession planning characteristics and internal business process as results returned a Pearson's correlation of 0. 232 with significance at 0.000.

Between periodic assessment and internal business processes results also returned a Pearson's correlation of 0.001 with significance at 0.989 thus indicating positive relationship

Table 40: Model Summary of Succession planning and Internal Business Process

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.233 ^a	.054	.051	.43135
2	.234 ^b	.055	.047	.43211
a. Predictors: (Constant), Succession Planning				
b. Predictors: (Constant), Succession Planning, Establishment				

Table 40 indicates model summary 5.4% of internal business process is explained by succession planning without moderating variable. However, after moderating effect of succession planning on internal business process, the percentage explained of internal business process changes to 5.5% which implies that there is a minimal effect of moderating relationship.

Table 41: Analysis of Variance of Succession planning and Internal Business Process

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.867	1	2.867	15.409	.000 ^b
	Residual	49.865	268	.186		
	Total	52.732	269			
2	Regression	2.877	2	1.439	7.705	.001 ^c
	Residual	49.854	267	.187		
	Total	52.732	269			
a. Dependent Variable: Internal Business Process						
b. Predictors: (Constant), Succession Planning						
c. Predictors: (Constant), Succession Planning, Establishment						

From the analysis of variance results in the above table, the study returned an F statistic of 15.409 without moderation and after moderating, the statistics changed to 7.705 all with significance level changing from 0.000 to 0.001. This outcome confirms that there is a significance relationship between internal business process and succession planning. This is supported by Wolff, (2007) on the amount of inputs organisations devote to the innovation process. However, the dedication of more inputs to the innovation process does not guarantee

innovation outcomes, since the process of developing innovation is complex and is characterized by high risks and forms part of internal business processes.

Table 42: Coefficients of Succession planning and Internal Business Process

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.693	.334		5.069	.000
	Succession Planning	.049	.012	.233	3.925	.000
2	(Constant)	1.681	.339		4.963	.000
	Succession Planning	.049	.012	.232	3.898	.000
	Establishment	.008	.036	.014	.235	.814

a. Dependent Variable: Internal Business Process

From the results in table 42, the intercept of regression without moderation was 1.693 and the coefficient associated to succession planning was 0.049. This implies that a single unit change in succession planning causes internal business process to increase by 0.049. The resulting fitted model is therefore:

$$Y = 1.693 + 0.049 X_d$$

Where Y is internal business process

X_d is succession planning

After moderating the effect of succession planning on stakeholders outcome the intercept of the model changed to 1.681 and the coefficient associated to succession planning was 0.049 implying that a single unit change in succession planning causes internal business process to increase by 0.049.

4.6.1 Strategic HRM Programs and Internal Business Process.

Table 43: Model Summary of Strategic HRM and Internal Business Process

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.185 ^a	.034	.031	.43591
2	.185 ^b	.034	.027	.43673

a. Predictors: (Constant), Strategic HRM Programs

b. Predictors: (Constant), Strategic HRM Programs, Establishment

From the model summary 3.4 % of internal business process is explained by succession planning without moderating variable. However after moderating, the effecting of strategic HRM programs on internal business process, the percentage of internal business process does not change, rather it remained at 3.4 % which implies that there is no effect on moderating relationship. Despite the fact that this is a minimal percentage, findings did lend strong support to the argument put forward by Mueller (1996) that the informal organization has a key role to play in the HRM process such that informal practice and norms of behaviour interact with formal HR policies support the realization of internal business process.

Table 44: Analysis of Variance: Strategic HRM programs and Internal Business Process

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.806	1	1.806	9.504	.002 ^b
	Residual	50.926	268	.190		
	Total	52.732	269			
2	Regression	1.806	2	.903	4.734	.010 ^c
	Residual	50.926	267	.191		
	Total	52.732	269			
a. Dependent Variable: Internal Business Process						
b. Predictors: (Constant), Strategic HRM Programs						
c. Predictors: (Constant), Strategic HRM Programs, Establishment						

From the analysis of variance results in table 44, the study returned an F statistic of 9.504 without moderation and after moderating, the statistics changed to 4.734 with significance level also changing from 0.002 to 0.010. This outcome confirms that there is a relationship between internal business process and strategic HRM. This findings are in support of (Gratton, 2004) description of an effective organisation as one that achieves its purpose by meeting the needs of its stakeholders through its business process, matching its resources to opportunities, adapting flexibly to environmental changes and creating a culture that promotes commitment, creativity, shared values and mutual trust. The improvement of organizational effectiveness is an overall objective of strategic HRM, which addresses the organisation-wide internal process relating to organisational development and transformation, culture

management, knowledge management, change management, developing a climate of high commitment and trust, quality management, continuous improvement and customer relations.

Table 45: Coefficient for strategic HRM Programs and Internal Business Process

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.508	.162		15.487	.000
	Strategic HRM Programs	.056	.018	.185	3.083	.002
2	(Constant)	2.508	.169		14.820	.000
	Strategic HRM Programs	.056	.018	.185	3.042	.003
	Establishment	-.001	.037	-.001	-.017	.986

a. Dependent Variable: Internal Business Process

From the results in table 46, the intercept of regression without moderation was 2.508 and the coefficient associated to succession planning was 0.056. This implies that a single unit change in strategic HRM programs causes internal business process to increase by 0.056. The resulting fitted model is therefore:

$$Y_2 = 2.508 + 0.056 X_b$$

Where Y is Internal Business Process

X_b is Strategic HRM programs

After moderating the effect of strategic HRM programs on internal Business Processes, the intercept of the model does not change and remained at 2.508 and the coefficient associated to strategic HRM programs also does not change and remained at 0.056 implying that a single unit change in strategic HRM programs does not cause internal business process to increase. By and large, the implication in this scenario confirms that strategic HRM programs are implied in the implementation of internal business process components that supported with the implementation of institutions policies and procedures.

4.6.2 Succession characteristic and Internal Business Process

Table 46: Model summary of succession characteristics and internal business process

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.232 ^a	.054	.050	.43144
2	.234 ^b	.055	.048	.43210
a. Predictors: (Constant), Succession Characteristic				
b. Predictors: (Constant), Succession Characteristic, Establishment				

From the model summary 5.4% of stakeholder's outcome is explained by succession planning characteristics without moderating variable. However after moderating, the effecting of succession planning characteristic on stakeholder outcomes, the percentage of internal business process changes to 5.5% which implies that there is a minimal effect of moderating relationship.

Table 47: Analysis of Variance on Succession Characteristics and stakeholder outcome

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.845	1	2.845	15.286	.000 ^b
	Residual	49.886	268	.186		
	Total	52.732	269			
2	Regression	2.880	2	1.440	7.713	.001 ^c
	Residual	49.851	267	.187		
	Total	52.732	269			
a. Dependent Variable: Internal Business Process						
b. Predictors: (Constant), Succession Characteristic						
c. Predictors: (Constant), Succession Characteristic, Establishment						

From the analysis of variance results, the study returned an F statistic of 15.286 at a significance level of 0.000 without moderation and after moderating, the statistics changed to 7.713 with significance level at 0.001. This outcome confirms that there is a relationship between internal business processes and succession characteristics.

Table 48: Coefficients of succession characteristics and internal business process

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.929	.275		7.014	.000
	Succession Characteristic	.107	.027	.232	3.910	.000
2	(Constant)	1.900	.284		6.686	.000
	Succession Characteristic	.107	.027	.232	3.900	.000
	Establishment	.015	.036	.026	.431	.667

a. Dependent Variable: Internal Business Process

Table 50 results indicate the intercept of regression without moderation was 1.929 and the coefficient associated to succession planning was 0.107. This implies that a single unit change in succession characteristics causes internal business process to increase by 0.107. The resulting fitted model is therefore:

$$Y_3 = 1.929 + 0.107 X_d$$

Where Y_3 is internal business process

X_d is succession characteristics

After moderating the effect of succession characteristics on internal business process the intercept of the model changed to 1.900 and the coefficient associated to succession characteristics remained at 0.107 implying that a single unit change in succession planning causes internal business process to increase by 0.107

4.6.3 Analysis on Periodic Assessment and Internal Business Process

Table 49: Model Summary of Periodic Assessment and Internal Business Processes

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.001 ^a	.000	-.004	.44358
2	.028 ^b	.001	-.007	.44423

a. Predictors: (Constant), PERIODIC ASSESSMENT

b. Predictors: (Constant), PERIODIC ASSESSMENT, ESTABLISHMENT

From the model summary 0 % of internal business process is explained by periodic assessment without moderating variable. However after moderating, the effecting of periodic

assessment on internal business processes, the percentage of internal business process changes to 0.01% which implies that there is very minimal effect of moderating relationship.

Table 50: Analysis of Variance for Periodic Assessment and Internal Business Process

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.000	1	.000	.000	.989 ^b
	Residual	52.732	268	.197		
	Total	52.732	269			
2	Regression	.041	2	.021	.105	.900 ^c
	Residual	52.690	267	.197		
	Total	52.732	269			
a. Dependent Variable: Internal Business Process						
b. Predictors: (Constant), Periodic Assessment						
c. Predictors: (Constant), Periodic Assessment, Establishment						

From the analysis of variance results, the study returned an F statistic of 0.000 with a significance level at 0.989 without moderation and after moderating, the statistics changed to 0.105 with significance level at 0.900. This outcome confirms that there is no relationship between periodic assessment and internal business process.

Table 51: Coefficients of periodic assessment and internal business process

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.996	.264		11.339	.000
	Periodic Assessment	.000	.033	.001	.013	.989
2	(Constant)	2.946	.287		10.283	.000
	Periodic Assessment	.002	.033	.005	.074	.941
	Establishment	.017	.037	.028	.458	.647
a. Dependent Variable: Internal Business Process						

From the results in table 54, the intercept of regression without moderation was 2.996 and the coefficient associated to succession planning was 0.000. This implies that a single unit change in periodic assessment does not cause internal business process to increase. The resulting fitted model is therefore:

$$Y = 2.990 + 0.000 X_d$$

Where Y is internal business process

X_d periodic assessment

After moderating the effect of periodic assessment on internal business process the intercept of the model changed to 2.946 and the coefficient associated to succession planning was 0.002 implying that a single unit change in periodic assessment causes internal business to increase by 0.002.

4.7 Succession planning and institutional growth

Table 52 represents a summary of correlation matrix of the variables of succession planning and Institutional growth as a variable of organisation performance

Table 52: Correlation Matrix for Institutional Growth

Correlations			
		Institutional Growth	Succession Planning
Institutional Growth	Pearson Correlation	1	.544**
	Sig. (2-tailed)		.000
	N	270	270
Succession Planning	Pearson Correlation	.544**	1
	Sig. (2-tailed)	.000	
	N	270	270
**. Correlation is significant at the 0.01 level (2-tailed).			
		Institutional Growth	Strategic HRM Programs
Institutional Growth	Pearson Correlation	1	-.058
	Sig. (2-tailed)		.339
	N	270	270
Strategic HRM Programs	Pearson Correlation	-.058	1
	Sig. (2-tailed)	.339	
	N	270	270
		Institutional Growth	Succession Characteristic
Institutional Growth	Pearson Correlation	1	.572**
	Sig. (2-tailed)		.000
	N	270	270
Succession Characteristic	Pearson Correlation	.572**	1
	Sig. (2-tailed)	.000	
	N	270	270
**. Correlation is significant at the 0.01 level (2-tailed).			
		Institutional Growth	Periodic Assessment
Institutional Growth	Pearson Correlation	1	.830**
	Sig. (2-tailed)		.000
	N	270	270
Periodic Assessment	Pearson Correlation	.830**	1
	Sig. (2-tailed)	.000	
	N	270	270
**. Correlation is significant at the 0.01 level (2-tailed).			

These Results returned a Pearson’s correlation of 0.544 with significance at 0.000 thus indicating a positive relationship between succession planning and Institutional growth. Another positive relationship between succession characteristics and institutional growth was found as results returned a Pearson’s correlation of 0.572 with significance at 0.000. However, results returned a Pearson’s correlation of 0.058 with significance at 0.339 thus indicating a negative relationship between strategic HRM programs and Institutional growth. Results also returned a Pearson’s correlation of 0.830 with significance at 0.000 thus indicating positive relationship between periodic assessment and institutional growth.

Table 53: Model Summary of Succession Planning and Institutional Growth

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.544 ^a	.296	.293	.60491
2	.545 ^b	.297	.291	.60557
a. Predictors: (Constant), Succession Planning				
b. Predictors: (Constant), Succession Planning, Establishment				

From the model summary 29.6 of Institutional growth is explained by succession planning without moderating variable. However after moderating, the effecting of succession planning on Institutional Growth, the percentage of institutional growth explained changes to 29.7% which implies that there is a slight effect of moderating relationship.

Table 54: Analysis of Variance for Succession Planning and Institutional Growth

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.148	1	41.148	112.453	.000 ^b
	Residual	98.065	268	.366		
	Total	139.214	269			
2	Regression	41.301	2	20.650	56.312	.000 ^c
	Residual	97.913	267	.367		
	Total	139.214	269			
a. Dependent Variable: INSTITUTIONAL GROWTH						
b. Predictors: (Constant), SUCCESSION PLANNING						
c. Predictors: (Constant), SUCCESSION PLANNING, ESTABLISHMENT						

From the analysis of variance results, the study returned an F statistic of 112.453 without moderation and after moderating, the statistics changed to 56.312 all with significance level at 0.000. This outcome confirms that there is a relationship between institutional growth and succession planning.

Table 55: The Coefficients of Succession Planning and Institutional Growth

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.952	.468		-2.032	.043
	Succession Planning	.185	.017	.544	10.604	.000
2	(Constant)	-.904	.475		-1.906	.058
	Succession Planning	.185	.017	.546	10.612	.000
	Establishment	-.032	.050	-.033	-.645	.520

a. Dependent Variable: Institutional Growth

From the results in table 55, the intercept of regression without moderation was 0.952 and the coefficient associated to succession planning was 0.185. This implies that a single unit change in succession planning causes institutional growth to increase by 0.185. The resulting fitted model is therefore:

$$Y_3 = -0.952 + 0.185X$$

Where Y_3 is Institutional growth

X is succession planning

After moderating the effect of succession planning on institutional growth, the intercept of the model changed to 0.904 and the coefficient associated to succession planning was 0.185 implying that a single unit change in succession planning causes institutional growth to increase by 0.185.

4.7.1 Analysis on Strategic HRM Programs and Institutional Growth.

Table 56: Model Summary of Strategic HRM programs and Institutional Growth

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.058 ^a	.003	.000	.71950
2	.059 ^b	.003	-.004	.72083
A. Predictors: (Constant), Strategic HRM Programs				
B. Predictors: (Constant), Strategic HRM Programs, Establishment				

From the model summary 0.03% of institutional growth is explained by strategic HRM programs without moderating variable. However after moderating, the effect of strategic HRM programs on Institutional growth, the percentage of institutional growth did not change which implies that there is an insignificant effect of moderating relationship.

Table 57: Analysis of Variance of Strategic HRM programs and Institutional Growth

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.474	1	.474	.916	.339 ^b
	Residual	138.740	268	.518		
	Total	139.214	269			
2	Regression	.483	2	.242	.465	.629 ^c
	Residual	138.731	267	.520		
	Total	139.214	269			
a. Dependent Variable: Institutional Growth						
b. Predictors: (Constant), Strategic HRM Programs						
c. Predictors: (Constant), Strategic HRM Programs, Establishment						

From the analysis of variance results, the study returned an F statistic of 0.916 with a significance level of 0.339 without moderation and after moderating, the statistics changed to 0.465 with significance level at 0.629. This outcome confirms that the relationship between strategic HRM programs and institutional growth is neither dependent on years of establishment nor on the level of staff establishment. This aspect can be associated with the theory of contingency.

Table 58: Correlations for Strategic HRM Programs and Institutional Growth

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.252	.267		15.911	.000
	Strategic HRM Programs	-.029	.030	-.058	-.957	.339

2	(Constant)	4.242	.279		15.184	.000
	Strategic HRM Programs	-.029	.030	-.060	-.964	.336
	ESTABLISHMENT	.008	.061	.008	.131	.896
a. Dependent Variable: INSTITUTIONAL GROWTH						

From the results in table 58 the intercept of regression without moderation was 4.252 and the coefficient associated to strategic HRM programs was 0.029. This implies that a single unit change in strategic HRM program does not cause institutional growth to increase.

The resulting fitted model is therefore:

$$Y_3 = 4.252 + -0.029 X_b$$

Where Y_3 is Institutional growth

X_b is strategic HRM programs

After moderating the effect of strategic HRM program on institutional growth the intercept of the model changed to 4.242 and the coefficient associated to strategic HRM programs remained at 0.029 implying that a single unit change in strategic HRM does not cause an increase in institutional growth.

4.7.2 Analysis on Succession Characteristics and Institutional Growth

Table 59: Summary Analysis of Succession Characteristics and Institutional Growth

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.572 ^a	.328	.325	.59101
2	.572 ^b	.328	.323	.59210
a. Predictors: (Constant), Succession Characteristic				
b. Predictors: (Constant), Succession Characteristic, Establishment				

From the model summary 32.8 % of institutional growth is explained by succession characteristics without moderating variable. However, after moderating, the effecting of succession characteristics on institutional growth, the percentage of institutional growth explained remained at 32.8% which implies that there is no effect of moderating relationship

Table 60: Analysis of Variance for Succession Characteristics and Institutional Growth

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.604	1	45.604	130.560	.000 ^b
	Residual	93.610	268	.349		
	Total	139.214	269			
2	Regression	45.609	2	22.804	65.047	.000 ^c
	Residual	93.605	267	.351		
	Total	139.214	269			
a. Dependent Variable: Institutional Growth						
b. Predictors: (Constant), Succession Characteristic						
c. Predictors: (Constant), Succession Characteristic, Establishment						

From the analysis of variance results, the study returned an F statistic of 130.560 without moderation and after moderating, the statistics changed to 65.047 all with significance level at 0.000. This outcome confirms that there is a relationship between institutional growth and succession characteristics

Table 61: The Coefficients for Succession Characteristics and Institutional Growth

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.286	.377		-.759	.449
	Succession Characteristic	.429	.038	.572	11.426	.000
2	(Constant)	-.274	.389		-.705	.482
	Succession Characteristic	.429	.038	.572	11.406	.000
	Establishment	-.006	.049	-.006	-.120	.904
a. Dependent Variable: Institutional Growth						

From the results in table 66, the intercept of regression without moderation was 0.286 and the coefficient associated to succession characteristics was 0.429. This implies that a single unit change in succession characteristics causes institutional growth to increase by 0.429. The resulting fitted model is therefore:

$$Y_3 = -0.286 + 0.429 X_c$$

Where Y_3 is Institutional Growth

X_C is succession Characteristics

After moderating the effect of succession characteristics on institutional growth the intercept of the model changed to 0.274 and the coefficient associated to succession characteristics was 0.429 implying that a single unit change in succession characteristics causes institutional growth to increase by 0.429.

4.7.3 Analysis on Periodic Assessment and Institutional Growth.

Table 62: Model Summary Analysis for Periodic Assessment and Institutional Growth

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.830 ^a	.688	.687	.40233
2	.837 ^b	.701	.698	.39515
a. Predictors: (Constant), Periodic Assessment				
b. Predictors: (Constant), Periodic Assessment, Establishment				

From the model summary 68.8 % of institutional growth is explained by periodic assessment without moderating variable. However after moderating, the effecting of periodic assessment on institutional growth, the percentage of institutional growth changes to 70.1 % which implies that there is a significant effect of moderating relationship.

Table 63: Analysis of Variance for Periodic Assessment and Institutional Growth

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	95.833	1	95.833	592.038	.000 ^b
	Residual	43.381	268	.162		
	Total	139.214	269			
2	Regression	97.524	2	48.762	312.292	.000 ^c
	Residual	41.690	267	.156		
	Total	139.214	269			
a. Dependent Variable: Institutional Growth						
b. Predictors: (Constant), Periodic Assessment						
c. Predictors: (Constant), Periodic Assessment, Establishment						

From the analysis of variance results, the study returned an F statistic of 592. 038 without moderation and after moderating, the statistics changed to 312.292 all with significance level

at 0.000. This outcome confirms that there is a relationship between institutional growth and periodic assessment.

Table 64: Coefficients for Periodic Assessment and Institutional Growth

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.802	.240		-7.517	.000
	Periodic Assessment	.721	.030	.830	24.332	.000
2	(Constant)	-2.123	.255		-8.330	.000
	Periodic Assessment	.734	.029	.844	24.992	.000
	Establishment	.109	.033	.111	3.291	.001

A. Dependent Variable: Institutional Growth

From the results in table 70, the intercept of regression without moderation was 0.802 and the coefficient associated to periodic assessment was 0.721. This implies that a single unit change in periodic assessment causes institutional growth to increase by 0.721. The resulting fitted model is therefore:

$$Y_3 = -0.806 + 0.156 X_d$$

Where Y_3 is Institutional growth

X_d is periodic assessment

After moderating the effect of periodic assessment on institutional growth the intercept of the model changed to 2.123 and the coefficient associated to periodic assessment was 0.734 implying that a single unit change in periodic assessment causes institutional growth to increase by 0.734

4.8 Overall combined effect of succession planning on organisation performance

Succession planning had variables as; strategic HRM Programs, Succession Characteristics and Periodic Assessment. Regression analysis results are summarised in table 65.

Table 65: Regression Analysis on Succession Planning and Organizational Performance.

Correlations					
		Organization Performance	Strategic HRM Programs	Succession Characteristic	Periodic Assessment
Organization Performance	Pearson Correlation	1	.470**	.342**	.405**
	Sig. (2-tailed)		.000	.000	.000
	N	270	270	270	270
Strategic HRM Programs	Pearson Correlation	.470**	1	.030	-.043
	Sig. (2-tailed)	.000		.618	.478
	N	270	270	270	270
Succession Characteristic	Pearson Correlation	.342**	.030	1	.483**
	Sig. (2-tailed)	.000	.618		.000
	N	270	270	270	270
Periodic Assessment	Pearson Correlation	.405**	-.043	.483**	1
	Sig. (2-tailed)	.000	.478	.000	
	N	270	270	270	270

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

For strategic HRM programs and organisation performance results returned a Pearson’s correlation of 0.470 with significance at 0.000 thus indicating positive relationship between strategic HRM programs and organisation performance. However, for succession characteristics and organisation performance, results returned a Pearson’s correlation of 0.342 with significance at 0.000 thus indicating a positive relationship between succession characteristics and organisation performance. Results on periodic assessment and organisation performance also indicated a positive relationship with a Pearson’s correlation of 0.405 at a significance level of 0.000.

Table 66: Model Summary of combined effect on organisation performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.649 ^a	.422	.415	.98894
2	.668 ^b	.447	.438	.96899

a. Predictors: (Constant), Periodic Assessment, Strategic Hrm Programs, Succession Characteristic

b. Predictors: (Constant), Periodic Assessment, Strategic Hrm Programs, Succession Characteristic, Establishment

From the model summary 42.2% of organisation performance is explained by the combined effect of strategic HRM, succession characteristics and periodic assessment without moderating variable. However after moderating, the combined effect of strategic HRM, succession characteristics and periodic assessment that is succession planning on organisation performance changes to 44.7% which implies that there is a significant effect of moderating relationship.

Table 67: Analysis of Variance on the combined effect of succession planning

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	189.602	3	63.201	64.622	.000 ^b
	Residual	260.149	266	.978		
	Total	449.751	269			
2	Regression	200.931	4	50.233	53.499	.000 ^c
	Residual	248.820	265	.939		
	Total	449.751	269			
A. Dependent Variable: Organization Performance						
B. Predictors: (Constant), Periodic Assessment, Strategic HRM Programs, Succession Characteristic						
C. Predictors: (Constant), Periodic Assessment, Strategic HRM Programs, Succession Characteristic, Establishment						

From the analysis of variance results, the study returned an F statistic of 64.622 without moderation and after moderating, the statistics changed to 53.499 all with significance level at 0.000. This outcome confirms that there is a relationship between organisation performance and strategic HRM programs, succession characteristics and periodic assessment combined. This seems to be implying Lee (2005) conclusion that inconsistency in the measurement of organisational performance are due to a variety of benchmark positions despite the fact that most researchers measured organisational performance by using quantitative data like Return on Investments, return on sales among other accounting financial measure of investments. (break line, too long). NGOs performance includes both efficiency-related measures, which relate to the input/output relationship, and effectiveness related measures, which deal with issues like business growth and employee satisfaction.

Table 68: Coefficients on the combined effect of succession planning variables

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.742	.797		2.185	.030
	Strategic Hrm Programs	.426	.041	.480	10.276	.000
	Succession Characteristic	.214	.072	.159	2.976	.003
	Periodic Assessment	.545	.083	.349	6.539	.000
2	(Constant)	1.197	.797		1.502	.134
	Strategic Hrm Programs	.405	.041	.457	9.866	.000
	Succession Characteristic	.195	.071	.145	2.764	.006
	Periodic Assessment	.588	.083	.376	7.115	.000
	Establishment	.286	.082	.162	3.474	.001

a. Dependent Variable: Organization Performance

Table 68 indicates that the intercept of regression without moderation was 1.742 and the coefficient associated to strategic HRM programs 0.426, succession characteristics 0.214, and periodic assessment 0.545. This implies that a single unit change in strategic HRM programs causes organisation performance to increase by 0.426, whereas a unit change in succession characteristic causes organisation performance to increase by 0.214 and periodic assessment unit change causes organisation performance to increase by 0.545. The resulting fitted model is therefore:

$$Y = 1.742 + (.426 + .214 + .545)X$$

Where Y is Organisation performance

X is succession planning

After moderating the effect of succession planning on organisation performance the intercept of the model changed to 1.197 and the coefficient associated to strategic HRM programs 0.405, succession characteristics 0.195, and periodic assessment 0.588. This implies that a single unit change in strategic HRM programs causes organisation performance to increase by 0.405, whereas a unit change in succession characteristic causes organisation performance to increase by 0.195 and periodic assessment unit change causes organisation performance to increase by 0.588.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the analysis and discussion of the empirical findings on the effects of succession planning practices on organisation performance among Non-governmental Organisation in Kenya. It also brings to conclusion the objectives of the study and its recommendations.

5.2 Summary

The summary of the findings is presented following the specific objectives of the study that included: succession planning practises among NGO's, extent to which succession planning practises influence stakeholders outcomes, the role of succession planning on internal business process and the contribution of succession planning to institutional growth among NGOs in Kenya.

5.2.1 Summary of Background Information

This study included the participation of (n=270) NGOs operating in Nairobi, Kenya, which are registered with the National NGO Coordinating Board. Background information for this study focused on three main areas, including responding organisations; years of existence; staff establishment and annual budget. Majority of the organisation that participated in this study have been in existence for 11 to 15 years. Most of these organisations had about 10 employees on average. The budget range for most of the organisations (n=232) was estimated on the second quartile (M= 2.10, SD= 0.760) representing 11-30 million Kenya shillings annually. However, majority of the organisations which had been in existence for 1- 5 years had budget range of between 11- 30 million Kenya shillings.

5.2.2 Succession Planning Practices among the Non-Governmental Organisations

The survey assessed whether these NGOs have a written succession plan or policy, potential successors identified for key positions, the scope of succession planning involvement and the type of succession planning. The results showed that among those organisations that have been in existence between for about 6-10 years (33%), there is likelihood of having potential successors identified for key positions compared to those that are 1- 5 years (11%). The null hypothesis potential successors would be identified are not independent of the difference of the years of organisation existence. We therefore accept the null hypothesis and conclude that there is no relationship between the means of identifying potential successors and the number of years the organisation has been in existence. The null hypothesis organisation having written succession planning policy is not dependent of the difference of the years of organisation existence.

Succession planning involvement was considered in three main categories: This was based on the level of management from the top, liner manager as well as all employees. The null hypothesis level of succession planning scope of involvement is dependent on the difference of years of the organisation's existence. We therefore reject the null hypothesis and conclude that there is relationship between the level of succession planning scope of involvement and the number of years the organisation has been in existence.

On the type of succession planning practice, majority of the organisations that are 6-10 years old have paper based succession planning (33%). This is closely similar to (21%) of the organisations that are 11-15 years old. We therefore failed to reject the null hypothesis and conclude that there is no relationship between the type of succession plan and the number of years the organisation has been in existence.

5.2.3 Succession planning influences of stakeholder's outcomes for Non-Governmental Organisations

Effects of Succession Planning on Stakeholder's outcome were tested through on multiple regression analysis of the various variables extracted. These included: Succession planning

characteristics and stakeholder outcome, Strategic HRM programs and stakeholder's outcomes, succession planning characteristics and stakeholder's outcomes and, Periodic assessment and stakeholder outcome.

To establish the extent to which succession planning influences realisation of stakeholders' expectations for Non-Governmental Organisations' in Kenya, results returned a Pearson's correlation of 0.387 with significance level of 0.000 thus indicating positive relationship between succession planning and stakeholders outcome. However, the statistics returned a negative correlation of 0.085 with significance of $p = 0.165$ thus indicating a negative relationship between succession characteristic and stakeholders outcomes

The statistics summary of first outcome indicated a moderate evidence of interaction between the independent variables succession characteristics and the dependent which is stakeholders outcome two. As such only (14.9%) of the total variance of stakeholders outcome is explained. Hence we fail to reject the null hypothesis that; succession planning characteristics have insignificant effects on stakeholders outcome one. After moderating the effect of succession planning on stakeholders outcome the intercept of the model, the coefficient associated to succession planning was 0.15 implying that a single unit change in succession planning causes stakeholders outcome to increase by 0.15.

Strategic HRM gives direction on how to build the foundation for strategic advantage by creating an effective organisational structure and design, culture, employee value proposition, systems thinking, an appropriate communication strategy and preparing an organisation for a changing landscape (Armstrong, 2010). From the model summary 44.4% of stakeholders outcome is explained by strategic human resource management programs without moderating variable. However, after moderating, the effecting of strategic human resource management programs on stakeholders outcome, the percentage of stakeholders outcomes changes to 47.1% which implies that there is a significant positive effect of moderating relationship. After moderating the effect of strategic HRM programs on stakeholders outcome, the intercept of the model, the coefficient associated to succession planning was 0.374 implying that a single unit change in succession planning causes stakeholders outcome to increase by 0.374.

Considering succession planning characteristics and stakeholders outcomes, Correlations output also indicated a weak evidence of interaction between the independent variables succession characteristics and the dependent which is stakeholder outcomes. This further translated to (7.8 %) of the total variance of stakeholders outcome being explained was very minimal. Hence we fail to reject the null hypothesis that; succession planning characteristics have no significant effects on stakeholders outcome. These minimal results bring about the felt need to develop a more positive succession planning culture, which is more inclusive and linked to the strategies of the organisations. After moderating the effect of succession characteristics on stakeholders outcome, the intercept of the model changed to 0.413 and the coefficient associated to succession planning was 0.15 implying that a single unit change in succession planning causes stakeholders outcome to increase by 0.15. The assumption underpinning the practice of succession planning is that people are the organization's key resource and organisational performance largely depends on them.

Considering periodic assessment and stakeholders outcome, correlation output indicated that there is no interaction between the independent variables periodic assessment and the dependent which is stakeholders outcome. This translated to (0.7%) of the total variance of stakeholders outcome is explained that is very minimal without the moderation. Hence we fail to reject the null hypothesis that; periodic assessment has no significant effects on stakeholders outcome. However, after moderating, the effecting of periodic assessment on stakeholders outcome, the percentage of stakeholders outcome changes to 7.4 % which implies that there is a significant effect of moderating relationship. After moderating the effect of succession planning on stakeholders outcome, the intercept of the model, the coefficient associated to succession planning was 0.053 implying that a single unit change in succession planning does not cause stakeholders outcome to increase.

By and large it can therefore be deduced that the years of existence and the number of staff establishments have significant effect on succession planning and equally on the organisation's performance.

5.2.4 Role of succession planning on internal business process among Non-Governmental Organisations

The role of Succession Planning practices on internal business process was tested through multiple regression analysis of the various variables extracted. These included: Strategic HRM programs and internal business processes, Succession planning characteristics and internal business process, periodic assessment and internal business process.

The model summary indicated 5.4% of internal business process is explained by succession planning without moderating variable. Even after moderating effect of succession planning on internal business process, the percentage explained of internal business process only changes to 5.5% which implies that there is a minimal effect of moderating relationship. Hence, we reject the null hypothesis that; succession planning has insignificant role on internal business process. After moderating the effect of succession planning on stakeholders outcome the intercept of the model changed to 1.681 and the coefficient associated to succession planning was 0.049 implying that a single unit change in succession planning causes internal business process to increase by 0.049.

The statistics summary indicated from correlation output showed that there is evidence of interaction between the independent variables (strategic HRM programs) and the dependent which is internal business process. This was explained with (3.4%) of the total variance of internal business process. Hence we reject the null hypothesis that; strategic HRM programs have no significant effects on internal business process. After moderating the effects of strategic HRM programs on internal Business Processes the intercept of the model does not change and remained at 2.508 and the coefficient associated to strategic HRM programs likewise does not change and remained at 0.056; implying that a single unit change in strategic HRM programs does not cause internal business process to increase.

A further justification on the role was identified from the statistical summary of the correlation outputs of the succession characteristic and internal business process. This was explained with (5.4%) of the total variance of internal business process is explained that is significant. Hence we reject the null hypothesis that; succession planning characteristics has

no significant effects on internal business process. After moderating the effects of succession characteristics on internal business process the intercept, the coefficient associated to succession characteristics remained at 0.107 implying that a single unit change in succession planning causes internal business process to increase by 0.107.

However, statistics summaries further showed that between periodic assessment and internal business process. This was explained with (0 %) of the total variance of internal business process is explained that is very minimal. Hence we fail to reject the null hypothesis that; periodic assessment has no significant effects on internal business process. After moderating the effects of periodic assessment on internal business process the intercept of the model the coefficient associated to succession planning was 0.002 implying that a single unit change in periodic assessment causes internal business to increase by 0.002

5.2.5 Extent to which succession planning contributes to the institutional growth of Non-Governmental Organisations'

From the model summary 29.6 of Institutional growth is explained by succession planning without moderating variable. After moderating the effects of succession planning on institutional growth the intercept, the coefficient associated to succession planning was 0.185 implying that a single unit change in succession planning causes institutional growth to increase by 0.185.

From the statics summary, the test of independence between strategic HRM programs and institutional growth show that there is no difference between the means. The correlation output also indicates that there no interaction between the independent variables (strategic HRM programs) and the dependent which is institutional growth. This was further explained with (0.03%) of the total variance of institutional growth explained that is very minimal. Hence we fail to reject the null hypothesis that; strategic HRM programs have no significant effects on institutional growth. After moderating the effects of strategic HRM program on institutional growth the intercept of the model the coefficient associated to strategic HRM programs remained at – 0.029 implying that a single unit change in strategic HRM does not causes an increase in institutional growth.

However, succession characteristics showed positive outcomes that was explained with (32.8%) of the total variance of institutional growth is explained significantly. Hence we reject the null hypothesis that; succession planning characteristics have no significant effects on institutional growth. After moderating the effects of succession characteristics on institutional growth the intercept of the model, the coefficient associated to succession characteristics was 0.429 implying that a single unit change in succession characteristics causes institutional growth to increase by 0.429

To a greater extent, periodic assessment was found to be contributing most in this perspective. This was explained by (68.8%) of the total variance in institutional growth is explained that is very impressive compared to other values of organisation performance variables. We, therefore reject the null hypothesis that a periodic assessment has no significant effects on institutional growth. After moderating the effects of periodic assessment on institutional growth the intercept of the model the coefficient associated to periodic assessment was 0.734 implying that a single unit change in periodic assessment causes institutional growth to increase by 0.734

5.2.6 Overall Effects of Succession Planning on Organisation Performance of Non-Governmental Organisations'

Overall, the model summary resulted to 42.2% of organisation performance as being explained by the combined effects of strategic HRM, succession characteristics and periodic assessment that constituted the dependent variable of succession planning without moderating variable. However, after moderating the combined effects of strategic HRM, succession characteristics and periodic assessment that is succession planning on organisation performance changes to 44.7% which implies that there is a significant effect of moderating relationship. Consequently this indicates that the intercept of regression without moderation was 1.742 and the coefficient associated to strategic HRM programs 0.426, succession characteristics 0.214, and periodic assessment 0.545. By implication a single unit change in strategic HRM programs increases organisation performance by 0.426, whereas a unit change in succession characteristic increases the organisation's performance by 0.214 and periodic assessment unit change increases organisation performance by 0.545. After moderating the effect of succession planning on organisation performance the intercept of the model changed

to 1.197 and the coefficient associated to strategic HRM programs 0.405, succession characteristics 0.195, and periodic assessment 0.588. This implies that a single unit change in strategic HRM programs increases organisation performance by 0.405, whereas a unit change in succession characteristic causes organisation performance to increase by 0.195 and periodic assessment unit change causes organisation performance to increase by 0.588.

5.3 Conclusion

The practice of succession planning in the surveyed NGOs conforms well to the integrated model and guidelines established. The degree of compliance with the guidelines of the integrated model varied mainly between important and very important as being practised. Throughout succession planning characteristics, human resource management programs such as recruitment, training and development, performance management, talent management and reward managed are considered very important. Both strategic HRM programs? and succession planning share development as a means to an end but approach it from different directions: HRM programs tend to be bottom up (from individual to organisation); succession planning tends to be top down. From the largest percentage explained that is 47%, it can be deduced that, Strategic capability is a concept applied in human resource management on the ability of an organization to develop and implement strategies that will achieve sustained competitive advantage that is attributed to Organisation performance. This study in the NGO sector has demonstrated that it is about the capacity to select the most appropriate vision, to define realistic intentions, to match resources to opportunities and to prepare and implement strategic plans. From these findings it can be concluded that strategic capability of any organisation depends on the strategic capabilities of its managers and entire human resource.

Succession planning practices were found not to have significant effects of stakeholders outcome that is, a component of organisation performance. Keeping up-to-date with advances on what works (does not work) to improve performance, (something is lacking here)employees have high level of understanding of organisations strategic orientation, stakeholders consider organisations work relevant, communities taking ownership of the projects and programs implemented and financial and narrative reports clearly indicate activity outcome, are all important aspects of organisation performance that can be promoted

with succession planning(revise the entire line, moreover its long). Overall, from these findings it can be deduced that linking succession plans to strategic plans of the organisation are very crucial for sustained performance of the organisation.

However, succession planning effects on internal business process was found to be very important. On the contrary, adopting best practices of internal business process is always geared towards ensuring that appropriate processes and structures are in place to direct and manage an organisation's operations and activities, and to ensure that they function well. The ultimate goal of good internal business processes as an aspect of organisation performance is to ensure the effectiveness, credibility and viability of the organisation is maintained.

Institutional growth is a key component of organisation performance. It is the case in this study that, in deed succession planning contributes positively to institutional growth based on teamwork where work teams frequently review and evaluate processes, incidents, decisions and innovations to derive as much learning as they can from both success and failure through performance appraisal and the promotion committed to the organisation for growth and development as well as career development within the organisation.

5.4 Recommendations

Succession planning programs help to ensure the continuity of talent needed to preserve economic growth and organisational viability. Empirical findings have demonstrated that there are major gaps on the practice of succession planning among the survey NGOs. These include the need to enshrine succession planning practices by ensuring that: NGOs develop succession plan policies, identify potential successors for key positions, expand the scope of their succession planning not only to top management but at all levels. With the advancement in technology, it is recommended that NGOs fully automate their succession planning processes for effectiveness and efficiency towards promoting ease of decision making.

For purposes of strengthening organisation systems and processes to ensure organisation performance through succession planning, it is also recommended that; NGOs need to deploy strong management on human resources. Critical factors that create value at the end of the day

for any organisations and continuous improvement are high-quality value offerings and services which are embedded in the investment on human capital and retention of the best possible staff. Hence essential competencies that NGOs need in the future include: building the successor's leadership skills, planning the development and retention of key persons, linking these initiatives to the strategic plans through a proper strategic planning process that includes leadership transition, and documenting systems and procedures to create efficiencies and support the effective transfer of knowledge.

5.5 Suggestions for further studies

This study on effects of succession planning on organisation performance was carried out among NGOs registered by NGOs coordination board that are based in Nairobi City County. A similar study can be conducted among NGOs in other City Counties such as Kisumu and Mombasa. The same can be replicate in the largest rural counties such as Kakamega.

During the period of this research it was also noted that The Central Bank of Kenya (the regulator of the banking industry) in its prudential guidelines 2013 onward, requires the all commercial and mortgage banks to develop succession plans as a mandatory requirement. This new recommendation by the regulatory authority of the banking sector is yet to take roots from 2014 onward. It is suggested that a further research on the practice of succession planning can be conducted to establish the effects of succession planning on the performance of commercial banking organisations in Kenya.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Section A: Back ground information

1. How long has your organisation been in existence?

- 1) 1-5 years []
- 2) 6-10 years []
- 3) 11-15 years []
- 4) 16-20 years []
- 5) 20 years and above []

2. What is the level of your organisation staff establishment?

- 1) 1-10 []
- 2) 11-20 []
- 3) 21-30 []
- 4) 30-40 []
- 5) 40 and above []

3. What is your organisations annual budget in Kenya Shillings?

- 1) Less than 10 Million []
- 2) 11 -30 Million []
- 3) 31 -50 Million []
- 4) 51-100 Million []
- 5) 101 Million and above []

Section B: Succession Planning

4. Does your Organisation have a written succession plan policy? Yes () No ()

5. a) In your organisation are potential successors identified for key positions?

Yes () No ()

6. What is the scope of succession planning involvement in your organisation?

- 1) Only Top management ()
- 2) Line management staff ()
- 3) Support staff ()
- 4) All employees ()

7. What type of succession planning exists in your organisation?

1- Paper-base () 2- partially automated () 3-Fully automated and fully integrated ()

Others (please specify) _____

8. It is possible that effective succession planning programs share certain common characteristics across organisations using human resource management strategies. How important do you believe these characteristic to be an effective succession planning program? On a scale of (5 being most important and 1 being least important) where 1-Not at all important 2-Not very important 3- Somewhat Important 4- Important 5- Very Important

	Strategic HRM programs	1	2	3	4	5
A	Established way of recruitment to forecast future talent needs?					
B	Established means to compare individual skills to the requirements of a future position performance appraisal?					
C	Tied succession planning program to training program?					
D	Tied succession planning program to individual career plans?					
F	Established incentives/rewards for identified successors in the succession planning program.					

9. Do you believe that in your organisation succession planning is integrated with the following management processes? Respond to the questions by using this scale of 5- Strongly agree 4- Agree 3-Neutral 2-Disagree 1- Strongly disagree

	Management Processes	5	4	3	2	1
A	Talent management					
B	Performance Management					
C	Training and Development					
D	Total Rewards Management					

Succession planning characteristics

10. Does your Organisation consult the strategic plan to determine succession planning needs?

Yes [] No []

11. It is possible that effective succession planning programs share certain common characteristics across organisations linked to strategic plans. On a scale of (5 being most important and 1 being least important). Kindly rate the following sentiments as perceived to be true from your practice

	Linkage to Strategic plans	1	2	3	4	5
A	Tied the succession planning program to the organisational strategic plans?					
B	Established program action plan?					
C	Established way to forecast future talent needs?					

12. It is possible that effective succession planning programs share certain common characteristics across organisations linked to top management support. On a scale of 5 being most important and 1 being least important. Kindly rate the following sentiments as perceived to be true from your practice. Where: 1-Not at all important 2-Not very important 3-Somewhat Important 4- Important 5- Very Important

	Top management support	1	2	3	4	5
A	Fixed responsibility for organisational oversight of the program statement to guide the program					
B	Developed means to budget for a succession planning program					
C	Established way to plan for meeting succession planning needs through individual development plans					

13. It is possible that effective succession planning programs share certain common characteristics across organisations linked to overall employee involvement and participation. How important do you believe these characteristic to be an effective succession planning program? On a scale of 5 being most important and 1 being least important. Kindly rate the following sentiments. Where: 1-Not at all important 2-Not very important 3- Somewhat Important 4- Important 5- Very Important

	Total Management involvement	1	2	3	4	5
A	Articulated written philosophy about the SP program					
B	Identified groups to be served by the program, in priority order					
C	Organisation creates workshops to train management and employees about the succession planning program					
D	Established means to track development activities to prepare successors for eventual advancement					

14. It is possible that effective succession planning programs share certain common process of evaluations across organisations linked periodic assessments. How important do you believe these characteristic to be an effective succession planning program? On a scale of (5 being most important and 1 being least important). Where: 1-Not at all important 2-Not very important 3- Somewhat Important 4- Important 5- Very Important

	Methods of evaluation /Periodic assessment	1	2	3	4	5
A	Established means to evaluate the results of the succession planning program					
B	Established means to track development activities to prepare successors for eventual advancement					
C	Established way to review organisational talent at least annually					
D	Devised means to keep records for individuals who are designated as successors					

15. Indicate what roles are achieved through the implementation of succession plans in your organisation on a scale of 5 being most important and 1 being least important. Where: 1-Not at all important 2-Not very important 3- Somewhat Important 4- Important 5- Very Important

	Implementation	5	4	3	2	1
A	Improved Bench strength on the percentage of key positions for which qualified succession candidates are available					
B	Early identification of prospective leaders to feel key Vacancies					

C	Success rate for new executives in replacement positions					
D	Employee satisfaction resulting to Lower rate of turnover					

Section C: Organisation Performance

16. Record your assessment indication in the space next to the appropriate number on the five-point scale. How is the following component of performance important to your Organisation Success On a scale of 5 being most important and 1 being least important. Kindly rate the following sentiments. Where: 1-Not at all important 2-Not very important 3-Somewhat Important 4- Important 5- Very Important

	Stakeholders Outcome	1	2	3	4	5
A	We keep up-to-date with advances in knowledge about what works (and what does not work) to improve performance in our field.					
B	Employees' have high level of understanding of organisation's strategic orientation					
C	Our Stakeholders (development partners) consider our work relevant					
D	Communities are taking ownership of the projects and programs we implement					
F	Financial and narrative reports clearly indicate activity-outcomes					

17. Record your assessment indication in the space next to the appropriate number on the five-point scale. How is the following component of performance important to your Organisation Success On a scale of 5 being most important and 1 being least important. Kindly rate the following sentiments, Where: 1-Not at all important 2-Not very important 3-Somewhat Important 4- Important 5- Very Important

	Internal Process	1	2	3	4	5
A	We constantly emphasize and introduce managerial innovations (e.g. computer-based administrative innovations, new employee reward/training schemes, new departments or project teams, etc.)					
B	We work hard to ensure that we apply the best performance tools and techniques that are relevant to the field in which we operate.					
C	We often assess department's needs by forecasting future staffing requirements to determine work competency requirements with regards to succession planning?					

18. Record your assessment indication in the space next to the appropriate number on the five-point scale. How is the following component of performance important to your Organisation Success On a scale of 5 being most important and 1 being least important. Kindly rate the following sentiments. Where: 1-Not at all important 2-Not very important 3-Somewhat Important 4- Important 5- Very Important

	Growth	1	2	3	4	5
A	Work teams frequently review and evaluate processes, incidents, decisions and innovations to derive as much learning as they can from both success and failure through performance appraisal.					
B	We do equip our employees with the best methods, tools, technology, and techniques					
C	Employees feel very committed to the organisation for growth and development					
D	Carrier development is a key priority in our organisation					

APPENDIX 2: FACTOR LOADING

Table 69: Correlation Matrix

		Correlation Matrix^a								
		Established way of recruitment to forecast future talent needs	Established means to compare individuals skills to the requirements of a future position performance appraisal	Tied succession planning program to training program	Tied succession planning program to individual career plans	Established incentives/rewards for identified successors	Talent management	Performance Management	Training and Development	Total Reward Management
Correlation	Established way of recruitment to forecast future talent needs	1.000	.167	.295	-.004	-.018	.054	.123	.042	.010
	Established means to compare individuals skills to the requirements of a future position performance appraisal	.167	1.000	.144	.155	.003	.134	.104	-.046	.050
	Tied succession planning program to training	.295	.144	1.000	-.028	.141	-.025	-.011	-.078	-.087
	Tied succession planning program to individual career plans	-.004	.155	-.028	1.000	-.117	.086	.138	.053	.173
	Established incentives/rewards for identified successors in the succession planning program	-.018	.003	.141	-.117	1.000	.109	-.132	.093	-.150
	Talent management	.054	.134	-.025	.086	.109	1.000	.148	.160	.037
	Performance Management	.123	.104	-.011	.138	-.132	.148	1.000	.149	.460
	Training and Development	.042	-.046	-.078	.053	.093	.160	.149	1.000	.406
	Total Rewards Management	.010	.050	-.087	.173	-.150	.037	.460	.406	1.000
Sig. (1-tailed)	Established way of recruitment to forecast future talent needs		.003	.000	.473	.386	.189	.022	.252	.434
	Established means to compare individuals skills to the requirements of a future position	.003		.009	.006	.482	.014	.044	.230	.211
	Tied succession planning program to training	.000	.009		.326	.010	.340	.427	.106	.079
	Tied succession planning program to individual career plans	.473	.006	.326		.029	.081	.013	.201	.003
	Established incentives/rewards for identified successors in the succession planning program	.386	.482	.010	.029		.036	.015	.068	.007
	Talent management	.189	.014	.340	.081	.036		.007	.005	.277
	Performance Management	.022	.044	.427	.013	.015	.007		.008	.000
	Training and Development	.252	.230	.106	.201	.068	.005	.008		.000
	Total Rewards Management	.434	.211	.079	.003	.007	.277	.000	.000	

a. Determinant = .435

Sampling adequacy for this variable was further measured and is shown in table. As shown in the table below, the sampling adequacy indicated that KMO=0.539. This is above the statically required minimum that should be 0.5. The level of significance of these findings was justified Bartlett's test of significant ($P < 0.005$) which is what we would hope for.

Table 70: Sampling Adequacy for Strategic HRM Programs

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.539
Bartlett's Test of Sphericity	Approx. Chi-Square	205.099
	Df	36
	Sig.	.000

The Principle Component Analysis (PCA) was used for factor extraction on the 9 indicators of strategic HRM programs variable. The communalities indicate that each question in this case accounts for roughly 30-40% extra variability over and above the 60-70% of the variability that's shared amongst all questions.

Table 71: Communalities for Strategic HRM Programs Indicators

Communalities		
	Initial	Extraction
Established way of recruitment to forecast future talent needs	1.000	.621
Established means to compare individuals skills to the requirements of a future position performance appraisal	1.000	.578
Tied succession planning program to training program	1.000	.628
Tied succession planning program to individual career plans	1.000	.524
Established incentives/rewards for identified successors in the succession planning program	1.000	.669
Talent management	1.000	.625
Performance Management	1.000	.557
Training and Development	1.000	.670
Total Rewards Management	1.000	.735
Extraction Method: Principal Component Analysis.		

The proportion of each variable's variance under strategic HRM is explained by the principal components as shown in the table below. As indicated in the output four components were extracted under strategic HRM programs. Composition of these factors is shown as follows.

Table 72: Component Matrix for Strategic HRM Programs

Component Matrix ^a				
	Component			
	1	2	3	4
Established way of recruitment to forecast future talent needs		.673		
Established means to compare individuals skills to the requirements of a future position performance appraisal		.549		.411
Tied succession planning program to training program		.728		
Tied succession planning program to individual career plans	.410			.494
Established incentives/rewards for identified successors in the succession planning program			.733	
Talent management			.424	.544
Performance Management	.719			
Training and Development	.557		.550	
Total Rewards Management	.795			
Extraction Method: Principal Component Analysis.				
a. 4 components extracted.				

The resulting factors that were extracted are presented in the next output as shown in table. Ultimately, 4 factors were extracted which explain a total of 62.31% variability in the strategic HRM programs. These four factors will be used in the subsequent regression modelling.

Table 73: Total Variance Explained for Strategic HRM Programs

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.874	20.824	20.824	1.874	20.824	20.824	1.752	19.471	19.471
2	1.463	16.253	37.077	1.463	16.253	37.077	1.381	15.343	34.814
3	1.206	13.399	50.477	1.206	13.399	50.477	1.269	14.096	48.910
4	1.065	11.839	62.315	1.065	11.839	62.315	1.206	13.405	62.315
5	.856	9.506	71.821						
6	.772	8.575	80.396						
7	.733	8.148	88.544						
8	.620	6.887	95.432						
9	.411	4.568	100.000						

Extraction Method: Principal Component Analysis.

B. Succession Characteristics

Succession planning characteristic was considered as a key variable, taking into account linkage to strategic plan, top, management support and total employee involvement in the SP programs. This variable had 10 indicators. The output of the correlation matrix is presented in table below. As shown by the results there was no problematic correlations (greater than 0.8) and the determinant of the matrix is $0.433 \gg 0.00001$. As such, the correlation output showed no issues with multicollinearity as all the questions correlated fairly well. There was no need to drop any question used to determine this variable at this stage.

Table 74: Correlation Matrix for Succession Planning Characteristic

		Correlation Matrix ^a									
		Tied the SP program to the organizational strategic plans	Established program action plan	Established way to forecast future talent needs	Fixed responsibility for organizational oversight	Developed means to budget for SP program	Established way to plan for meeting SP needs-individual plans	Articulated written philosophy about the SP program	Identified groups to be served by the program, in priority order	Organisation creates workshops to train	Established means to track development activities
Correlation	Tied the SP program to the organizational strategic plans	1.000	.163	.109	.075	-.089	.078	-.199	-.066	-.037	-.083
	Established program action plan?	.163	1.000	-.069	-.067	-.160	.215	.057	.248	.174	.121
	Established way to forecast future talent needs?	.109	-.069	1.000	-.055	-.149	.203	.011	.023	-.126	-.073
	Fixed responsibility for organizational oversight of the program statement to guide the program	.075	-.067	-.055	1.000	.087	.112	-.195	-.064	.010	-.045
	Developed means to budget for a succession planning program	-.089	-.160	-.149	.087	1.000	-.028	.056	.039	-.076	.035
	Established way to plan for meeting succession planning needs through individual plans	.078	.215	.203	.112	-.028	1.000	-.113	-.040	-.029	.059
	Articulated written philosophy about the SP	-.199	.057	.011	-.195	.056	-.113	1.000	.338	.136	.051
	Identified groups to be served by the program, in priority order	-.066	.248	.023	-.064	.039	-.040	.338	1.000	.373	.141
	Organisation creates workshops to train management and employees about the SP	-.037	.174	-.126	.010	-.076	-.029	.136	.373	1.000	.266
Established means to track development activities to prepare successors for eventual advancement	-.083	.121	-.073	-.045	.035	.059	.051	.141	.266	1.000	
Sig. (1-tailed)	Tied the succession planning program to the organizational strategic plans?		.004	.039	.114	.074	.103	.001	.145	.273	.094
	Established program action plan?	.004		.129	.140	.004	.000	.174	.000	.002	.025
	Established way to forecast future talent needs?	.039	.129		.189	.007	.000	.428	.355	.020	.121
	Fixed responsibility for organizational oversight of the program statement to guide the program	.114	.140	.189		.080	.036	.001	.152	.439	.239
	Developed means to budget for SP program	.074	.004	.007	.080		.322	.182	.262	.109	.291
	Established way to plan for meeting SP needs through individual development plans	.103	.000	.000	.036	.322		.033	.258	.318	.174
	Articulated written philosophy about the SP	.001	.174	.428	.001	.182	.033		.000	.013	.209
	Identified groups to be served by the program, in priority order	.145	.000	.355	.152	.262	.258	.000		.000	.012
	Organisation creates workshops to train management and employees about the SP	.273	.002	.020	.439	.109	.318	.013	.000		.000
Established means to track development activities to prepare successors for eventual advancement	.094	.025	.121	.239	.291	.174	.209	.012	.000		

a. Determinant = .433

Sampling adequacy for this variable was further measured and is shown in table. As shown in the table below, the sampling adequacy indicated that KMO=0.527. This is above the statically required minimum that should be 0.5. The level of significance of these findings was justified Bartlett's test of significant ($P < 0.005$) which is what was hoped for.

Table 75: Sample Adequacy for Succession Characteristics

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.527
Bartlett's Test of Sphericity	Approx. Chi-Square	206.766
	Df	45
	Sig.	.000

The Principle Component Analysis (PCA) was used for factor extraction on the 10 indicators of succession planning characteristics variable. The communalities indicates that each question in this case accounts for roughly 45-70% extra variability over and above the 30-55% of the variability that's shared amongst all questions.

Table 76: Communalities for Succession Planning Characteristics

Communalities		
	Initial	Extraction
Tied the succession planning program to the organizational strategic plans?	1.000	.455
Established program action plan?	1.000	.566
Established way to forecast future talent needs?	1.000	.706
Fixed responsibility for organizational oversight of the program statement to guide the program	1.000	.525
Developed means to budget for a succession planning program	1.000	.576
Established way to plan for meeting succession planning needs through individual development plans	1.000	.714
Articulated written philosophy about the SP program	1.000	.612
Identified groups to be served by the program, in priority order	1.000	.581
Organisation creates workshops to train management and employees about the succession planning program	1.000	.561
Established means to track development activities to prepare successors for eventual advancement	1.000	.351
Extraction Method: Principal Component Analysis.		

The proportion of each variable’s variance under succession characteristics is explained by the principal components as shown in the table below. As indicated in the output four components were extracted under succession characteristics. Composition of these factors is shown as follows.

Table 77: Components Matrix for Succession Planning Characteristics

Component Matrix ^a				
	Component			
	1	2	3	4
Tied the succession planning program to the organizational strategic plans		.552		
Established program action plan	.421	.595		
Established way to forecast future talent needs			-.580	.457
Fixed responsibility for organizational oversight of the program statement to guide the program			.621	
Developed means to budget for a succession planning program		-.454		.478
Established way to plan for meeting succession planning needs through individual development plans		.610		.572
Articulated written philosophy about the SP program	.568		-.404	
Identified groups to be served by the program, in priority order	.741			
Organisation creates workshops to train management and employees about the succession planning program	.671			
Established means to track development activities to prepare successors for eventual advancement	.461			
Extraction Method: Principal Component Analysis.				
a. 4 components extracted.				

The resulting factors that were extracted are presented in the next output as shown in the table. Ultimately, 4 factors were extracted which explain a total of 56.43 % variability in the succession planning characteristics. These four factors were used in the subsequent regression modelling.

Table 78: Total Variance Explained for Succession Characteristics

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.867	18.666	18.666	1.867	18.666	18.666	1.739	17.392	17.392
2	1.496	14.962	33.628	1.496	14.962	33.628	1.386	13.862	31.254
3	1.234	12.339	45.967	1.234	12.339	45.967	1.300	13.003	44.257
4	1.050	10.496	56.463	1.050	10.496	56.463	1.221	12.206	56.463
5	.959	9.588	66.051						
6	.898	8.980	75.031						
7	.825	8.252	83.284						
8	.634	6.343	89.627						
9	.578	5.784	95.411						
10	.459	4.589	100.000						
Extraction Method: Principal Component Analysis.									

C. Periodic Assessment

The third variable of succession planning was periodic assessment as a method of providing monitoring and evaluation mechanism for implementing succession planning. This variable had 4 indicators. The output of the correlation matrix is presented in table below. As shown by the results there was no problematic correlations (greater than 0.8) and the determinant of the matrix is $0.734 \gg 0.00001$. As such, the correlation output showed no issues with multicollinearity as all the questions correlated fairly well. There was no need to drop any question used to determine this variable at this stage.

Table 79: Correlation Matrix for Periodic Assessment

Correlation Matrix ^a					
		Established means to evaluate the results of the succession planning program	Established means to track development activities to prepare successors for eventual advancement	Established way to review organizational talent at least annually	Devised means to keep records for individuals who are designated as successors
Correlation	Established means to evaluate the results of the succession planning program	1.000	.391	.071	.097
	Established means to track development activities to prepare successors for eventual advancement	.391	1.000	.314	.170
	Established way to review organizational talent at least annually	.071	.314	1.000	.117
	Devised means to keep records for individuals who are designated as successors	.097	.170	.117	1.000
Sig. (1-tailed)	Established means to evaluate the results of the succession planning program		.000	.124	.058
	Established means to track development activities to prepare successors for eventual advancement	.000		.000	.003
	Established way to review organizational talent at least annually	.124	.000		.029
	Devised means to keep records for individuals who are designated as successors	.058	.003	.029	
a. Determinant = .734					

Sampling adequacy for this variable was further measured and is shown in table. As shown in the table below, the sampling adequacy indicated that KMO=0.542. This is above the statically required minimum that should be 0.5. The level of significance of these findings was justified Bartlett’s test of significant ($P<0.005$) which is what we would hope for.

Table 80: Sampling Adequacy for Periodic Assessment

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.542
Bartlett's Test of Sphericity	Approx. Chi-Square	80.860
	Df	6
	Sig.	.000

The Principle Component Analysis (PCA) was used for factor extraction on the 4 indicators of periodic assessment variable. The communalities indicate that each question in this case accounts for roughly 30-80% extra variability over and above the 20-70% of the variability that’s shared amongst all questions.

Table 81: Communalities for Periodic Assessment

Communalities		
	Initial	Extraction
Established means to evaluate the results of the succession planning program	1.000	.426
Established means to track development activities to prepare successors for eventual advancement	1.000	.676
Established way to review organizational talent at least annually	1.000	.328
Devised means to keep records for individuals who are designated as successors	1.000	.190
Extraction Method: Principal Component Analysis.		

The proportion of each variable’s variance under periodic assessment is explained by the principal components as shown in the table below.

Table 82: Component Matrix for Periodic Assessment

Component Matrix^a	
	Component
	1
Established means to evaluate the results of the succession planning program	.653
Established means to track development activities to prepare successors for eventual advancement	.822
Established way to review organizational talent at least annually	.573
Devised means to keep records for individuals who are designated as successors	.436
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

As indicated in the output one component was extracted under periodic assessment. Composition of these factors is shown as follows. Ultimately, 1 factors were extracted which explain a total of 40.49% variability in periodic assessment. This specific factor of periodic assessment was used in the subsequent regression modelling.

Table 83: Total Variance Explained for Periodic Assessment

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.620	40.491	40.491	1.620	40.491	40.491
2	.950	23.747	64.238			
3	.900	22.509	86.747			
4	.530	13.253	100.000			
Extraction Method: Principal Component Analysis.						

D. Stakeholders Outcomes

Organisation performance as the main dependent variable for this study had three sub variables as: stakeholders outcome, internal business process and institutional growth. The first dependent variables of organisation performance were stakeholders outcome. This variable had 4 indicators. The output of the correlation matrix is presented in the table below. As shown by the results there was no problematic correlations (greater than 0.8) and the determinant of the matrix is $0.976 >> 0.00001$. As such, the correlation output showed no issues with multicollinearity as all the questions correlated fairly well. There was no need to drop any question used to determine this variable at this stage.

Table 84: Correlation Matrix for Stakeholder’s Outcomes

Correlation Matrix^a				
		We constantly emphasize and introduce managerial innovations (e.g. computer-based administrative innovations, new employee reward/training schemes, new departments or project teams, etc.)	We work hard to ensure that we apply the best performance tools and techniques that are relevant to the field in which we operate.	We often assess department’s needs by forecasting future staffing requirements to determine work competency requirements with regards to succession planning?
Correlation	We constantly emphasize and introduce managerial innovations (e.g. computer-based administrative innovations, new employee reward/training schemes, new departments or project teams, etc.)	1.000	.117	.082
	We work hard to ensure that we apply the best performance tools and techniques that are relevant to the field in which we operate.	.117	1.000	-.053
	We often assess department’s needs by forecasting future staffing requirements to determine work competency requirements with regards to succession planning?	.082	-.053	1.000
Sig. (1-tailed)	We constantly emphasize and introduce managerial innovations (e.g. computer-based administrative innovations, new employee reward/training schemes, new departments or project teams, etc.)		.028	.091
	We work hard to ensure that we apply the best performance tools and techniques that are relevant to the field in which we operate.	.028		.196
	We often assess department’s needs by forecasting future staffing requirements to determine work competency requirements with regards to succession planning?	.091	.196	

a. Determinant = .976

Sampling adequacy for this variable was further measured and is shown in table. As shown in the table below, the sampling adequacy indicated that $KMO=0.527$. This is above the statically required minimum that should be 0.5. The level of significance of these findings was justified Bartlett's test of significant ($P<0.005$) which is what we would hope for

Table 85: Sampling Adequacy for Stakeholder's Outcomes

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.527
Bartlett's Test of Sphericity	Approx. Chi-Square	49.954
	Df	10
	Sig.	.000

The Principle Component Analysis (PCA) was used for factor extraction on the 4 indicators of stakeholders' outcomes variable. The communalities indicates that each question in this case accounts for roughly 30-56% extra variability over and above the 44-70% of the variability that's shared amongst all questions.

Table 86: Communalities for Stakeholder's Outcomes

Communalities		
	Initial	Extraction
We keep up-to-date with advances in knowledge about what works (and what does not work) to improve performance in our field.	1.000	.517
Employees' have high level of understanding of organization's strategic orientation	1.000	.486
Our Stakeholders (development partners) consider our work relevant	1.000	.611
Communities are taking ownership of the projects and programs we implement	1.000	.571
Financial and narrative reports clearly indicate activity-outcomes	1.000	.436
Extraction Method: Principal Component Analysis.		

The proportion of each variable's variance under stakeholders is explained by the principal components as shown in the table below. As indicated in the output four components were extracted under stakeholder's outcomes. Composition of these factors is shown as follows.

Table 87: Component Matrix for Stakeholder’s Outcomes

Component Matrix ^a		
	Component	
	1	2
We keep up-to-date with advances in knowledge about what works (and what does not work) to improve performance in our field.	.719	
Employees’ have high level of understanding of organization’s strategic orientation	.569	.402
Our Stakeholders (development partners) consider our work relevant	.737	
Communities are taking ownership of the projects and programs we implement		.749
Financial and narrative reports clearly indicate activity-outcomes		-.635
Extraction Method: Principal Component Analysis.		
a. 2 components extracted.		

The resulting factors that were extracted are presented in the next output as shown in table. Ultimately, 2 factors were extracted which explain a total of 52.42 % variability in stakeholders outcomes. These two factors were used in the subsequent regression modelling.

Table 88: Total Variance Explained for Stakeholders Outcomes

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.428	28.558	28.558	1.428	28.558	28.558	1.428	28.558	28.558
2	1.193	23.859	52.417	1.193	23.859	52.417	1.193	23.860	52.417
3	.937	18.750	71.167						
4	.776	15.520	86.687						
5	.666	13.313	100.000						
Extraction Method: Principal Component Analysis.									

E. Internal Business Processes

The second variable of organisation performance was internal business processes. This variable had 4 indicators. The output of the correlation matrix is presented in table E1. As shown by the results there were problematic correlations with (greater than 0.8) and the determinant of the matrix is $0.976 \ll 0.00001$. As such, the correlation output showed issues with multicollinearity as all the questions did not correlate fairly well. There was need to drop question used to determine this variable at this stage.

Table 89: Correlation Matrix for Internal Business Process

Correlation Matrix^a				
		We constantly emphasize and introduce managerial innovations (e.g. computer-based administrative innovations, new employee reward/training schemes, new departments or project teams, etc.)	We work hard to ensure that we apply the best performance tools and techniques that are relevant to the field in which we operate.	We often assess department's needs by forecasting future staffing requirements to determine work competency requirements with regards to succession planning?
Correlation	We constantly emphasize and introduce managerial innovations (e.g. computer-based administrative innovations, new employee reward/training schemes, new departments or project teams, etc.)	1.000	.117	.082
	We work hard to ensure that we apply the best performance tools and techniques that are relevant to the field in which we operate.	.117	1.000	-.053
	We often assess department's needs by forecasting future staffing requirements to determine work competency requirements with regards to succession planning?	.082	-.053	1.000
Sig. (1-tailed)	We constantly emphasize and introduce managerial innovations (e.g. computer-based administrative innovations, new employee reward/training schemes, new departments or project teams, etc.)		.028	.091
	We work hard to ensure that we apply the best performance tools and techniques that are relevant to the field in which we operate.	.028		.196
	We often assess department's needs by forecasting future staffing requirements to determine work competency requirements with regards to succession planning?	.091	.196	
a. Determinant = .976				

Sampling adequacy for this variable was further measured and is shown in table. As shown in the table below, the sampling adequacy indicated that KMO=0.465. As presented below, this is the statically required minimum that should be 0.5. The level of significance of these findings was justified Bartlett’s test of significant (P =0.091) which is what was not expected. Based on the statistical analysis, we fail to reject the null hypothesis of internal business process.

Table 90: Sampling Adequacy for Internal Business Process

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.465
Bartlett's Test of Sphericity	Approx. Chi-Square	6.465
	Df	3
	Sig.	.091

The Principle Component Analysis (PCA) was used for factor extraction on the 3 indicators of internal business process variable. The communalities indicates that each question in this case accounts for roughly 20-34% extra variability over and above the 66-80% of the variability that’s shared amongst all questions.

Table 91: Communalities for Internal Business Process

Communalities		
	Initial	Extraction
We constantly emphasize and introduce managerial innovations (e.g. computer-based administrative innovations, new employee reward/training schemes, new departments or project teams, etc.)	1.000	.659
We work hard to ensure that we apply the best performance tools and techniques that are relevant to the field in which we operate.	1.000	.711
We often assess department’s needs by forecasting future staffing requirements to determine work competency requirements with regards to succession planning?	1.000	.801
Extraction Method: Principal Component Analysis.		

The proportion of each variable’s variance under internal business process is explained by the principal components as shown in the table below. As indicated in the output two components were extracted under internal business. Composition of these factors is shown as follows.

Table 92: Components Matrix for Internal Business Process

Component Matrix ^a		
	Component	
	1	2
We constantly emphasize and introduce managerial innovations (e.g. computer-based administrative innovations, new employee reward/training schemes, new departments or project teams, etc.)	.795	
We work hard to ensure that we apply the best performance tools and techniques that are relevant to the field in which we operate.	.653	-.533
We often assess department's needs by forecasting future staffing requirements to determine work competency requirements with regards to succession planning?		.858
Extraction Method: Principal Component Analysis.		
a. 2 components extracted.		

The resulting factors that were extracted are presented in the next output as shown in E5. Ultimately, 2 factors were extracted which explain a total of 72.32% variability in the internal business processes. These two factors were used in the subsequent regression modelling.

Table 93: Total Variance Explained for Internal Business Process

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.122	37.415	37.415	1.122	37.415	37.415	1.115	37.159	37.159
2	1.048	34.946	72.361	1.048	34.946	72.361	1.056	35.202	72.361
3	.829	27.639	100.000						
Extraction Method: Principal Component Analysis.									

F. Institutional Growth as a variable of Organisation performance

The third variable of organisation performance was institutional growth. This variable had 4 indicators. The output of the correlation matrix is presented in table F1. As shown by the results there was no problematic correlations (greater than 0.8) and the determinant of the matrix is 0.435>>0.00001. As such, the correlation output showed no issues with

multicollinearity as all the questions correlated fairly well. There was no need to drop any question used to determine this variable at this stage.

Table 94: Correlation Matrix for Institutional Growth

		Correlation Matrix^a			
		Work teams frequently review and evaluate processes, incidents, decisions and innovations to derive as much learning as they can from both success and failure through performance appraisal.	We do equip our employees with the best methods, tools, technology, and techniques	Employees feel very committed to the organization for growth and development	Carrier development is a key priority in our organization
Correlation	Work teams frequently review and evaluate processes, incidents, decisions and innovations to derive as much learning as they can from both success and failure through performance appraisal.	1.000	.400	.087	.144
	We do equip our employees with the best methods, tools, technology, and techniques	.400	1.000	.350	.224
	Employees feel very committed to the organization for growth and development	.087	.350	1.000	.056
	Carrier development is a key priority in our organization	.144	.224	.056	1.000
Sig. (1-tailed)	Work teams frequently review and evaluate processes, incidents, decisions and innovations to derive as much learning as they can from both success and failure through performance appraisal.		.000	.077	.009
	We do equip our employees with the best methods, tools, technology, and techniques	.000		.000	.000
	Employees feel very committed to the organization for growth and development	.077	.000		.183
	Carrier development is a key priority in our organization	.009	.000	.183	
a. Determinant = .694					

Sampling adequacy for this variable was further measured and is shown in table. As shown in the table below, the sampling adequacy indicated that KMO=0.548. This is above the statically required minimum that should be 0.5. The level of significance of these findings was justified Bartlett’s test of significant ($P<0.005$) which is what we would hope for

Table 95: Sampling Adequacy for Internal Institutional Growth

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.548
Bartlett's Test of Sphericity	Approx. Chi-Square	95.477
	Df	6
	Sig.	.000

The Principle Component Analysis (PCA) was used for factor extraction on the 3 indicators of institutional growth. The communalities indicate that each question in this case accounts for roughly 23-70% extra variability over and above the 30-77% of the variability that’s shared amongst all questions.

Table 96: Communalities for Institutional Growth

Communalities		
	Initial	Extraction
Work teams frequently review and evaluate processes, incidents, decisions and innovations to derive as much learning as they can from both success and failure through performance appraisal.	1.000	.444
We do equip our employees with the best methods, tools, technology, and techniques	1.000	.703
Employees feel very committed to the organization for growth and development	1.000	.312
Carrier development is a key priority in our organization	1.000	.217
Extraction Method: Principal Component Analysis.		

The proportion of each variable’s variance under institutional growth is explained by the principal components as shown in the table below. As indicated in the output 1 component was extracted under institutional. Composition of these factors is shown as follows.

Table 97: Component Matrix for Institutional Growth

Component Matrix ^a	
	Component
	1
Work teams frequently review and evaluate processes, incidents, decisions and innovations to derive as much learning as they can from both success and failure through performance appraisal.	.667
We do equip our employees with the best methods, tools, technology, and techniques	.838
Employees feel very committed to the organization for growth and development	.559
Carrier development is a key priority in our organization	.466
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

The resulting factors that were extracted are presented in the next output as shown in table. Ultimately, 1 factors were extracted which explain a total of 41.91% variability in the institutional growth. These four factors will be used in the subsequent regression modelling

Table 98: Total variance explained for institutional growth

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.676	41.906	41.906	1.676	41.906	41.906
2	.965	24.119	66.025			
3	.859	21.480	87.505			
4	.500	12.495	100.000			
Extraction Method: Principal Component Analysis.						

APPENDIX 3: JOURNAL PUBLICATIONS