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INFLUENCE OF BUSINESS GOALS ON EFFECTIVE IMPLEMENTATION OF SUCCESSION MANAGEMENT IN STATE ENTERPRISES IN KENYA

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ABSTRACT: *Business goals are important in any organization as they define the strategic direction for the organization; Succession Planning must be aligned to the business goals, if organizational effectiveness to attain those strategic goals is to be assured. In Kenya, a key notable challenge to effective implementation of succession management in state enterprises is the alignment of business goals with succession planning processes. In addition, formulation of business goals that helps in identification of talent and commitment of the resources for supporting execution of succession planning remains as a key problem. Despite the critical role played by business goals in enhancing implementation of effective succession management in state enterprises, there lacks a comprehensive study that has adequately articulated the role played by business goals in supporting implementation of effective succession management in Kenya state enterprises. This study aimed to establish the influence of business goals on effective implementation of succession management in state enterprises in Kenya. The study adopted a census design to reach the Human Resource Managers in the 162 state enterprises. The study used semi-structured questionnaires as the main data collection instrument and a pilot study was carried out to pretest the questionnaires for validity and reliability. The gathered data was subjected to descriptive and inferential statistics data analysis methods using the Statistical Package for Social Scientists (SPSS). Pearson's Correlation Analysis and Regression Analysis were used to support the deductions in the study. Findings from the study showed that business goals significantly influence effective implementation of succession management in state enterprises in Kenya. Business goals and objectives are part of the state enterprises strategic planning and implementation processes that describe what an organization expects to accomplish over time. The nature of organization goals greatly determines how the organization undertakes succession management and poor alignment of business goals with succession management strategy hinders effectiveness of many state enterprises. Effective implementation of succession planning requires identification of organization business goals and alignment of the goals with the deployed succession management strategy. The study recommended that, senior management staff and human resource managers in state enterprises should clearly understand the organization business strategy, align the HR strategy with the broader organizational strategic goals, offer better employees rewards in order to increase the level of employees commitment and retention, improve on employees relations and accurately project on the future manpower needs of the enterprise.*

KEYWORDS: Succession Management, Business Goals.

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INTRODUCTION

Business goals are important in any organization as they define the strategic direction for the organization and succession Planning must be aligned to the business goals (Armstrong, 2009). A goal is a general statement of achievement while an objective is a specific step or action taken to reach the goal (Baruch, 2009). Business Goals and objectives are important to organizations, as they clarify the purpose of the business and help identify necessary actions and interventions (Baruch, 2009).

Business goals describe what an organization expects to accomplish over time. The organization management usually outlines their goals and objectives in their business plans. These goals and objectives might pertain to the company as a whole, departments, employees, customers and even marketing efforts. Most companies use specific measurements to keep track of their goals and objectives (Geus, 2008). The nature of organization goals greatly determines how the organization undertakes succession management since lack of strategic business goals hinders effective implementation of succession management in many state enterprises (Linda, 2009).

Succession Management (SM) is the systematic process of determining critical roles within the company, identifying and assessing possible successors, and providing them with the appropriate skills and experience for present and future roles (Karien, 2011). Due to a combination of factors such as the economic downturn, retirement of millions of baby boomers since 2010 and the increased turnover of Chief Executive Officers (CEOs) of major corporations which has increased with 53 percent worldwide, it is apparent that succession management has become important to many organization (Cannella, 2007). Succession management should always be aligned with the organization business goals of the organization, if an organization is to attain its strategic objectives (Fulmer, 2009). According to Rothwell (2007), succession management helps in acceleration of organizational development, the retention of talented people and the creation of pools of talented employees to fill key positions hence the reason why companies pay much attention to succession management.

Effective implementation of secession management in public sector organizations provides a framework for succession and leadership continuity that greatly supports realization of increased organization performance. In developed nations such as USA, Canada and China, many organizations have effectively embraced succession management strategies while in Africa government corporations in many countries are still struggling to adopt effective succession management strategies (Karien, 2011).

Studies by Karaevli & Hall, (2007) indicate that the survival of any organization in this continually evolving business landscape means they have to adopt succession management approaches that will feed and develop their talent pool with adaptable and skilled individuals who embrace learning, mobility and change. Succession management is therefore a vital piece of data for day by day decision making in the organizations and is considered as an important tool for improving individuals and organizations (Harrison,2009). In fact, well implemented succession planning management programs have been shown to increase organizational productivity and financial returns (Fulmer, 2009).

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Empirical evidence by Morello et al (2007) shows that by 2010, 50% of organizations worldwide would face a leadership crisis due to shortage of pipeline talent and managers who possess the right skills and attitudes. This is further echoed by Busine & Watt, (2005) who indicated that most organizations indeed consistently rate their succession management practices as less than effective. For example, a study by Britt (2009) shows that only 29% of Human Resource professionals have implemented succession planning programs and 94% indicate that younger employees in their organizations are not being prepared for advancement. This underpins the fact that positive impact of such a program on business profitability has not been embraced fully despite its proven value. Specific statistics on the adoption of succession planning includes 46% in Taiwan a paltry (2.95%) in Australia and similar challenges across Africa (Nkomo, 2008).

State enterprises in Kenya comprise the part of the economy concerned with providing basic government services to the general public, including agriculture, policing, military, public roads, public transit, education and healthcare. There are one hundred and sixty two (162) state enterprises in Kenya (ROK, 2009). Formulation and application of ineffective human resource policies hinders recruitment of competitive staff and this negatively influences effective succession management in state enterprises in Kenya. Effective succession management in state enterprises leads to recruitment of competetitive top management staff who steer organizations towards achievement of the aimed objectives hence leading to improved organization performance in terms of profitability and delivery of qualify services to the general public.

In Kenya, there is limited literature on the influence of business goals in relation to effective implementation of succession management in public sector despite the importance of the role played by public sector organizations in the country's socio-economic development. With the ongoing public sector reforms, there is a need for public sector organizations to implement effective succession planning strategies that will lead to increased organization performance in order to contribute towards achievement of the national agenda as stipulated in Kenya's Vision 2030.

Many state enterprises in Kenya experience many challenges while undertaking succession management (Edward, 2009). According to George (2010) a key notable challenge to effective succession management in public sector organizations in Kenya is the alignment of organization strategy with business goals. In addition, formulation of business goals that help in identification of succession planning needs and commitment of the resources for supporting execution of succession planning remains as a key problem. According to Nkomo (2008), the management of many state enterprises fails to give much emphasis on formulation of strategic business goals and this undermines effective implementation of succession management in organizations.

Despite the critical role of played by business goals in enhancing effective implementation of succession management in state enterprises, there lacks a comprehensive study that has adequately articulated the role played by business goals in supporting effective implementation of succession management in Kenya state enterprises. This has hence left a key knowledge gap on the relationship between business goals and effective implementation of succession management in state enterprises. It is against this background this study was undertaken to fill the missing gap by establishing the influence of business goals on effective implementation of succession management in state enterprises in Kenya.

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LITERATURE REVIEW

Organizations use various strategies to attain their strategic objectives; effective planning of human resources is one such a strategy. Once business owners reach certain goals, they typically strive for even loftier goals. While this is so, business owners must communicate their goals and objectives to the entire company so that everyone can work in synch in achieving them. Goals must be realistic, specific and measurable, according to the National Business Information Clearinghouse. Even small business owners must assign specific time frames for achieving their goals and objectives (Bartram, 2005).

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

A common business goal is to run a profitable operation, which typically means increasing revenue while limiting expenses. Revenue objectives could consist of increasing annual sales by 10 percent or landing three new accounts each month. Expense objectives could involve finding a new operating facility that decreases your rent by $200 a month or cutting monthly utility bills by 15 percent (Britt, 2009). Examples of customer service goals are to develop a perception that your company is easy to do business with or to improve your response time to customer complaints. Objectives to help meet these goals could be increasing your customer service staff from one to three workers by the end of the year or implementing a policy where customers are guaranteed to receive a return phone call before the end of the business day (Sally, 2012).

Different scholars have studied succession planning processes and how they influence organizational success. According to Ivancevich (2007), succession planning follows a sequence; Integration of succession planning with corporate strategy, workforce planning and organizational and employees' development and evaluating its effectiveness. In his studies, Ivancevich (2007), noted that Succession planning confers many benefits to an organization and that strategic Succession Planning leads to informed, purposeful and focused action plans on human resources management. By articulating a clear common vision, a Strategic Plan provides direction and the basis upon which important HR decisions are made, including on Succession Planning.

According to Gupta (2008), the major steps involved in Succession planning are; Analysis of organizational strategic plans and putting in place Succession planning programs. According to Gomez-Mejka *et al* (2005), Succession planning is an important process that an organization has pipeline talent. They argue that contemporary Succession planning occurs within the broad context of organizational strategic planning. Since the major objective of Succession Planning is facilitating an organization's effectiveness, it must be integrated with the organization's business objectives and plans (Sears, 2002).

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A plethora of claims about the benefits of formal and strategic succession management programs are found in both professional journals and the dossiers of human resource management consulting firms. Many of the latter are involved in the development of organization specific succession management program design (Conger, 2008). Broadly, the claimed benefits of succession management programs are that they facilitate effective workforce planning whereby the right people are in the right place at the right time to achieve successful business outcomes. At the heart of succession management is the identification and development of candidates with the skills, knowledge and capabilities to fill critical roles in the organization (Dodd, 2007).

According to Pattan (2006), strategic management-succession plans enable firms to specify managerial functions and performance standards, ensure continuity in management practices, identify outstanding candidates for senior management posts, and satisfy the aspiration of employees for career advancement. Through the planning process, succession plans guide actions to enhance the quality of the leadership talent pool relative to business requirements. It is believed that succession planning can build a competitive advantage through the superior development of the leadership talent.

Fulmer (2009) suggested that by implementing a succession program firms can lower turnover rates, improve staff morale, and promote the most highly qualified employees to key positions. In addition, the outcomes of human resources may differ not only between firms that do and do not adopt succession plans but also between firms that adopt more sophisticated programs and those that adopt less sophisticated ones. Formal succession planning programs such as those in place at 3M can make the identification of high-potential employees and replacement candidates a more egalitarian procedure. Cannella (2007) conducted a survey and concluded that succession planning “helped organization with internal resourcing; reduced attrition of high-fliers; allowed for more realistic counseling and planning; and prepared candidates in advance for senior appointments”.

A study by Tung-Chun (2005) showed that in Australia, there is no significant difference in HR performance between firms that have adopted a succession program and those that have not. However, there is a significant relationship between the level of sophistication with which succession plans are carried out and HR outcomes. The implication here was that by adopting a succession plan a firm does not automatically improve its HR performance; that to be successful, succession planners must devote considerable attention to design, commitment of top-level managers, the credibility of planning staff, and effective resource allocation (Tracy, 2009).

Boxall (2008) found out that firms carry out succession plans with varying degrees of skill or sophistication. Smith (2008) when classifying plans by level of sophistication suggests that firms could avoid the turmoil and confusion that surround the departure of top managers by implementing an optimal succession plan (i.e. one embodying the highest level of sophistication). He further argued that by adopting a comprehensive, well-designed succession plan a firm could strengthen its human-resource function and more effectively tap the full potential of its human resources.

Eastman (2007) found that high- and low-performance firms managed their succession systems in different ways. He further suggested that involvement of the chief executive officer (CEO),

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human resource review, an accountable succession system, a credible succession staff, provision for executive development, and an effective flow of information between the HR department and other divisions of the firm are critical to the success of succession systems. These findings imply a positive relationship between the degree of sophistication in succession planning and organizational performance (Tracy, 2009).

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

In the past, the public service paid little attention to Succession planning. As part of the reform initiatives undertaken by the Government, Succession planning has been prioritized as a fundamental component of human resource management. This requires elaborate capacity building programs to equip the public servants with the right skills in order to improve their performance (Ministry of Labour Kenya, 2010).The critical dimensions of succession management were not elaborated in both theoretical and empirical literature and this makes the explored literature to be of little significance towards guiding on effective implementation of succession management programs in state enterprises. Succession management is a valuable tool used by business firms to develop talented employees to implement their strategies and achieve their organizational objectives (Dormann, 2007).

Basedon (2002) found ability of managers to clearly understand business strategy and alignment of organization strategic goals with succession planning strategy is key challenge that hinders effective implementation of succession management practices in many public corporations. Batram (2005) revealed that the level of employees' commitment to organization business goals and the nature of employees relations with top management determines the extent to which employees contribute towards achievement of the aimed organization goals. Cheng & Dainty (2007) further argued that the management of many state enterprises fails to achieve business goals since they are unable to accurately project future organization manpower needs and this hampers effective implementation of succession management practices. Mulwa (2007) noted that many state corporations in Kenya have business goals but only few that have succeeded in aligning the succession planning strategy with business goals.

To broaden the knowledge base on succession management in relation to business goals beyond the existing empirical focus in state enterprises, this study aimed to gather data on influence of business goals on effective implementation of succession management practices in Kenyan state enterprises. The study also aimed to develop a better understanding of relationship between business goals and succession management practices within the Kenyan public sector context, and to make a contribution to the literature on succession management from a human resource management perspective.

ISSN 2053-5686(Print), ISSN 2053-5694(Online)

METHODOLOGY

The study adopted a descriptive research design and the study population comprised of a total of 162 Human Resource Managers in state enterprises. The study adopted a census design to reach the Human Resource Managers in the 162 state enterprises. The study used semi-structured questionnaires as the main data collection instrument and a pilot study was carried out to pretest the questionnaires for validity and reliability. The gathered data was subjected to descriptive and inferential statistics data analysis methods using a statistical package for social scientists SPSS. Pearson's Correlations Analysis and Regression Analysis were used to support the deductions in the study.

The multiple regression model applied was in the form;

$Y = B_0 + b_2X_2 + e$

Where:

Y= Succession Management

X_2 Business Goals

B_0 = Constant of Regression

B = slope (gradient) showing rate dependent variable is changing for each unit change of the independent variable.

RESULTS AND DISCUSSION

The main purpose of the study was to determine the influence of business goals on effective implementation of succession management in state enterprises in Kenya**.** The study analyzed the key notable factors of business goals which were; clear understanding of the business strategy; alignment to strategic goals; employee commitment to goals; employee/employer relationship and accurate projections based on the manpower needs of the organization.

The factor analysis results revealed that all the five business goals factors had a factor loadings of above 0.5 and this implied that all the five business goals factors were reliable in establishing the influence of business goals on effective implementation of succession management in state enterprises. This was in line with Kaiser (1974) factor loading values that are greater than 0.5 should be accepted and used for further analysis and factor loading values that are less than 0.5 should be rejected. All the five business goals factors were retained for further analysis. These included; clear understanding of the business strategy; alignment to strategic goals; employee commitment to goals; employee/employer relationship and accurate projections based on the manpower needs of the organization.

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Descriptive results showed that majority 72 (84%) of the respondents indicated that the organization had business goals and 14(16%) indicted that their organizations lacked business goals. These findings were in line with findings by Mulwa (2007) that many state corporations in Kenya have business goals which guide the organization direction but only few state enterprises are able to align business goals with succession planning strategy. It can be therefore be inferred that many state corporations have got business goals but are yet to succeed in aligning the business goals with succession planning strategy.

On the extent to which Succession Management was aligned to the business goals, majority 40 (55%) of the respondents indicated that alignment of Succession Management to the business goals was average, followed by 15(21%) of the respondents who indicated to a little, then 9 (13%) who felt that it was not at all and further 8 (11%) who felt that alignment of Succession Management to the business goals was largely. The respondents also explained that business goals helped in determining the strategic direction of organization and this played an important role in alignment of Succession Management to the business goals. These findings relate to the findings by Alexander (2007) where he noted that business goals are important in any organization as they define the strategic direction for the organization and Succession Planning must be aligned to the business goals. Inferences can therefore be made that the alignment of Succession Management to the business in many state corporations in Kenya goals is average and this influences implementation of effective in succession management.

It was also noted that majority 33 (38.4%) of the respondents indicated that business goals influenced effective Succession Management in state enterprises to a large extent, followed by 19(22.1%) of the respondents who indicated to a moderate extent, then 16 (18.6%) who indicated to a very large extent, then 13 (15.1%) who indicated to a small extent and finally 5 (5.8%) who indicated that business goals did not at all influence effective Succession Management in state enterprises. These findings relate to the findings by Baruch (2009) where he found out that business goals influence effective Succession Management in many organizations and the nature of organization goals greatly determines how the organization undertakes succession management practices since lack of alignment of organization strategic plan with business goals hinders application of effective succession management practices in many state enterprise. Inferences can therefore be made that business goals influence effective Succession Management in many state enterprises in Kenya.

On the extent to which the business goals factors influenced effective secession management. Respondents were requested to indicate how they agreed on the key factors of business goals in relation to effective implementation of Succession Management in the organization. The key factors included; clear understanding of the business strategy; alignment to strategic goals; employee commitment to goals; employee/employer relationship and accurate projections based on the manpower needs of the organization. Respondents were provided with a Likert scale of 1-5 where (5= Strongly Agree, 4 = Agree, 3 = Neutral, 2= Disagree, 1 = Strongly Disagree). The findings showed that clear understanding of the business strategy had a mean score of 4.2442; alignment to strategic goals had a mean score of 4.3256; employee commitment to goals had a mean score of 4.2209; employee/employer relationships had a mean score of 4.1860 and accurate projections based on the manpower needs had a mean score of 4.372.The findings also showed that the standard deviation and variance results of the of all business goals factors were less than

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1 and this was a clear indication that most respondents rated gave similar responses on all the business goals factors. It is also an indication that not many respondents who gave responses that varied or deviated from the mean. Finally on average all the business goals factors had a mean score of 4.3738, Standard, Deviation of 0.7209 and Variance of 0.522. These findings hence imply that majority of the respondents agreed that all the key business goal factors notably; Clear understanding of the business strategy; Alignment to strategic goals; Employee commitment to goals; Employee/employer relationship and accurate projections based on the manpower needs of the organization to a large extent influence effective secession management in the organization. These findings correspond to those of Geus (2008) where he noted that business goals in many organizations are realized when there is a clear understanding of business strategy by top management staff, when managers are able to align business goals with organization strategy and when employees are committed to support achievement of business goals. The findings are also in line with those of Lepak (2008) where he found out that employee/employer relationships and accurate projections based on the manpower needs of the organization play a major role in supporting implementation of effective secession management practices in the organization.

Pearson Correlation results of business goals versus implementation of effective succession management gave a Pearson Correlation coefficient of 0.572 and this is a clear indication that business goals has a positive correlation with effective implementation of succession management in state enterprises in Kenya. The regression model on business goals versus effective implementation of succession management results showed that the coefficient of determination R square was 0.327 and R was 0.572 at 0.005 level of significant as shown in table 1. The coefficient of determination R square implies that 32.7% of the variation on the effective implementation of succession management in state enterprises in Kenya is influenced by the organization business goals. This is a clear indication that there is a strong positive relationship between business goals and effective implementation of succession management.

Table 1 Business Goals Regression Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.572[a]	.327	.319	.38116
a. Predictors: (Constant), x				
b. Dependent Variable: y				

Table 2 shows the results of Analysis of Variance (ANOVA) on alignment to business goals versus effective succession management. The results for regression coefficients indicates that the significance of F is 0.00 which is less than 0.005 and this is demonstrates that there is a positive significant relationship between h alignment to business goals and effective succession management in Kenya state corporations.

ISSN 2053-5686(Print), ISSN 2053-5694(Online)

Table 2 Business Goals ANOVA

ANOVAb						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.935	1	5.935	40.853	.000a
	Residual	12.204	84	.145		
	Total	18.140	85			
a. Predictors: (Constant), x						
b. Dependent Variable: y						

Table 3 presents beta coefficient of alignment to business goals versus effective succession management was 0.531. The regression model was thus Y= 1.286 + 0.531X_2. Table 4.40 thus indicates that the significance relationship between alignment to business goals and effective succession management is positive since the coefficient of alignment to business goals is 0.531 which is significantly greater than zero and the t statistics is 6.392 which is also greater than zero. The P value (Sig) of the coefficient is less than 0.005. If a P value (Sig) is greater than 0.005 null hypotheses is accepted and if a P value (Sig) is less than 0.005 alternative hypothesis should accepted (Salkid, 2002). Based on this review, the following hypothesis can be proposed: $H_{1:}$ that alignment to business goals significantly influences effective succession management in state enterprises in Kenya.

Table 3 Business Goals Coefficients

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.347	.370		6.342	.000
	x	.531	.083	.572	6.392	.000
a. Dependent Variable: y						

CONCLUSIONS AND RECOMMNDATIONS

Business goals significantly influence effective implementation of succession management in state enterprises in Kenya. Business goals and objectives are part of the state enterprises strategic planning and implementation processes that describe what an organization expects to accomplish over time. The management of state enterprises usually outlines their business goals and objectives and aligns them with their strategic plans. These goals and objectives involve all the organization employees, stake holders and customers. However, lack of specific measurements tools to keep track of implementation of business goals and objectives makes it difficult for state enterprises to effectively embrace effective succession management practices.

Business goals are important in state enterprises as they provide strategic direction for the organization and helps in determining the organization human resource needs. The nature of

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organization goals greatly determines how the organization undertakes succession management and poor alignment of business goals with succession management strategy hinders effective implementation of succession management in many state enterprises in many state enterprises. Effective implementation of organization succession planning requires identification of organization business goals and alignment of the goals with the employed succession planning strategy.

The study further concluded that business goals factors notably; clear understanding of the business strategy; alignment to strategic goals; employee commitment to goals; employee/employer relationship and accurate projections based on the manpower needs of the organization to a large extent influences effective implementation of succession management Kenya state enterprises. Succession management is an important aspect of human resource development since it helps in identifying and nurturing employees to fill future organizational human resource needs. This helps in reducing the rate of employees' turnover rates and reduction of employees' selection and recruitment costs. Effective execution of succession management is hence essential to the success and long-term development of state enterprises. This plays a major role towards facilitating effective execution of their functions hence contributing towards realization of increased performance of state enterprises.

For state enterprises to effectively implement succession management, the study recommended that senior management staff and human resource managers in state enterprises should clearly understand the organization business strategy, align the strategy with organization strategic goals, offer better employees rewards in order to increase the level of employees commitment and retention, improve on employees relations and accurately project future manpower needs of the organization. It is also necessary to provide employees with adequate information on business strategy in order to increase their commitment towards achievement of the organizational goals. The organization's vision and objectives as well as the strategies to attaining those goals, including on key HR aspects such as talent attraction, development and retention must be shared by all. In other words, Management must forge a common/shared understanding of strategic goals.

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