



SUCCESSION PLANNING INITIATIVES AND EMPLOYEE RETENTION AT THE TEACHERS SERVICE COMMISSION, KENYA

Judith E. Atieno Oruko & Dr. Priscila Ndegwa, PhD

SUCCESSION PLANNING INITIATIVES AND EMPLOYEE RETENTION AT THE TEACHERS SERVICE COMMISSION, KENYA

Judith E. Atieno Oruko¹ & Dr. Priscila Ndegwa, PhD²

¹ MBA Candidate, (Human Resource Management), School of Business, Economics and Tourism, Kenyatta University, Kenya

² Lecturer, School of Business, Economics and Tourism, Department of Business Administration, Kenyatta University, Kenya

Accepted: September 23, 2025

DOI: <http://dx.doi.org/10.61426/sjbcm.v12i4.3391>

ABSTRACT

This study investigated succession planning as a predictor of employee retention at the Teachers Service Commission. Given that the Teachers Service Commission plays a significant role in determining the education landscape in Kenya, it was therefore important to explore the factors in employee retention. An explanatory research design was adopted with emphasis on employees working in TSC headquarters, county, and regional offices. Stratified random sampling was used to select 380 participants from a total workforce of 3,000 employees to ensure diverse representation. Data collection employed structured questionnaires for primary data and a data collection sheet for secondary data. Reliability and validity were tested via a pilot study, and data were analyzed using descriptive statistics and multiple regression analysis through SPSS version 26. The study findings indicated that the succession planning variables collectively explained 63.6% of the variation in employee retention ($R^2 = 0.636$, Adjusted $R^2 = 0.632$), with the model being statistically significant ($F = 163.82$, $p < 0.001$). Selective hiring emerged as a strong predictor ($\beta = 0.715$, $p < 0.001$), though respondents cited concerns about delayed timelines and unclear expectations. Talent identification also showed a positive influence ($\beta = 0.682$, $p < 0.001$), despite widespread perceptions of irregularity and lack of fairness in its application. Leadership development programs had a significant but lower impact ($\beta = 0.551$, $p < 0.001$), hindered by inadequate resource support and weak feedback integration. Performance-based promotions had a positive but statistically insignificant effect ($\beta = 0.492$, $p = 0.850$), indicating that their influence on retention may depend on fairness and transparency in promotion practices. This research confirms that succession planning practices substantially influence employee retention, though their effectiveness is moderated by implementation quality. The study recommends strengthening recruitment practices, enhancing talent management systems, expanding leadership development and training programs, and reforming promotion policies to build a more committed and stable workforce. These recommendations are expected to enrich existing knowledge and inform policy at the TSC by guiding the design of pragmatic human resource strategies that sustain long-term employee engagement and organizational stability.

Key Words: Selective Hiring, Talent Identification, Leadership Development, Performance-Based Promotions

CITATION: Oruko, J. E. A., & Ndegwa, P. (2025). Succession planning initiatives and employee retention at the teachers service commission, Kenya. *The Strategic Journal of Business & Change Management*, 12 (4), 117 – 145.

INTRODUCTION

Employees are a significant organizational resource and the primary driving factor behind organizational initiatives. Without a doubt, they are the institution's important and productive assets, and maintaining them is a challenging undertaking that managers confront. Retention of employees is extremely important for organizations throughout the world since it has a direct impact on their overall success and performance. Organizations invest substantial time, effort, and money in hiring and training people; high turnover rates can result in increased labour costs and operational disruptions (Bhatia and Prashast, 2024). Furthermore, long-term employees get significant institutional knowledge and skills, which improves organizational stability and efficiency (Bhatnagar, 2021).

Retaining competent and experienced employee also contributes to a positive work culture and develops employee loyalty, resulting in improved job satisfaction and productivity (Utami, 2020). Employee turnover can also harm the organization's reputation, making it difficult to recruit top personnel in the future (Naseer et al., 2018). Implementing effective retention strategies is critical for meeting the different demands of employees while ensuring organizational growth and success (Bhatia and Prashast, 2024). This has been the topic of major interest and inquiry in various contexts, including the global, African, and Kenyan contexts.

In countries like South Africa, Ghana, and Ethiopia in Africa, succession planning becomes the organization's concern as they work through peculiarities surrounding talent retention and development (Mabaso et al., 2021). The great bulge of youths in Africa, with a large portion of its population being young, and providing opportunities to be groomed and nurtured into leadership is imperative for the future of organizations (Kamoche and Leigh, 2021). Yet, limited access to quality education and professional developments in some of the countries create

barriers for producing a talented skilled workforce (Fedorova et al., 2020). Due to increased leadership gaps and the future sustenance pipeline of talent, organizations have largely invested in succession planning (Damer, 2020).

In Kenya, retention of employees is a major challenge in most industries within the country. The economy has been growing, and since many professionals are reaching new heights of learning and skills, they end up mobile as they move from one organization to another looking for better jobs (Drivas et al., 2020). Organizations in Kenya continue responding with incentives to these challenges by offering competitive compensation packages, employee development programs, and establishing a conducive working environment (Lipuku et al., 2022).

Retention of employees is a critical issue in contemporary HRM, focusing on an organization's efforts to retain its workforce and minimize turnover rates. In today's dynamic and competitive landscape, retaining skilled employees is essential for sustaining organizational success (Bhattacharyya and Head, 2023). Effective retention strategies enhance productivity, preserve institutional knowledge, and significantly contribute to overall business performance. The increasing pace of technological advancements and intensified competition across various sectors underscore the necessity of retaining qualified personnel (Daley, 2020).

Developing a pipeline of talent to replace leaders who are in key positions when they retire or leave the place for other openings (Ghazali et al., 2021). Selective hiring, talent identification, leadership development programs, along with performance-based promotion are strategic measures to secure leadership continuity in very diverse organizational environments and towards building organizational resilience.

In Kenya, various studies have shown that succession planning is important across varying sectors including education and insurance. Tawarar

et al., (2021) state TSC's hiring strategy, which selects qualified teachers via its recruitment process, is a major factor in retaining these teachers, thus lending stability to the workforce. Kajwang (2022) studied talent identification in the insurance industry in Kenya and established a positive relationship between talent identification strategies and organizational performance, once again emphasizing the competitive advantage these confer.

The TSC was established in 1967 by an Act of Parliament., TSC advises the national government on matters of teachers and maintains a register of trained teachers, it is mandated under Article 237 of the Kenyan Constitution 2010 to recruit teachers, assigns them to work, promote compensate, exercise disciplinary control, and transfers them within the Country. TSC has significantly benefited the Kenyan economy by insulating and stabilizing the educational system in Kenya. TSC plays a pivotal role in enabling the growth of a well-educated and skilled workforce. This well-educated workforce contributes significantly to various sectors of the economy, fostering innovation, productivity, and economic growth. Serving as one of East and Central Africa's largest employers, TSC employs slightly over 3000 employees in its secretariat offices across the country. It is decentralized into eight regional offices, 47 county offices, and 338 sub-county offices to better respond to the needs of teachers.

Problem Statement

Retention of employees is a serious concern for the TSC, Kenya. High turnover rates averaging 14% within the public sector causes organizations to lose massive institutional knowledge, incur increased costs of recruitment and training, and disrupt the functioning of service delivery (Kenya National Bureau of Statistics, 2023). The high turnover among the employees at TSC not only strains resources, affect morale of remaining employees but also affects the organization's ability to effectively fulfill its mandate.

Succession planning initiatives at TSC are designed to nurture future leaders, offer career growth opportunities, and maintain job satisfaction for employees in service. However, the extent to which these initiatives influenced employee retention remained unclear, as limited research had focused specifically on the education sector. Previous studies suggested that well-structured succession plans could improve retention when employees perceived potential for career growth (Nyaema & Wambua, 2019). Nevertheless, whether TSC's practices provided adequate motivation to retain skilled employees remains an open question.

The public sector of Kenya has been a focus of research. Nyaema and Wambua (2019) identified key factors influencing employee retention, such as job satisfaction, organizational commitment, and employee engagement. Their study recommended enhancements in compensation packages and career development pathways to improve retention. Although Wambua's study addressed several public sector institutions broadly, it did not explore the potential role of succession planning initiatives on retention in the context of TSC, which this study addressed.

Similarly, Ooko (2020) found a strong correlation between employee engagement and retention rates, illustrating that employees actively engaged in their roles were less likely to leave. While the study suggested broad employee engagement interventions, it did not provide detailed insights into how these applied to employees at TSC. This research gap lay in its failure to specifically investigate succession planning as a strategic initiative for enhancing employee engagement and retention. Moreover, by focusing on public sector organizations generally, the study omitted the unique experiences and perceptions of TSC employees.

Existing literature also indicated that well-structured succession planning practices could lead to improved retention rates by 10-15% when employees perceived clear opportunities for career advancement (Bhattacharyya & Head, 2023).

However, a conceptual gap persisted due to the lack of empirical data examining the specific impact of succession planning initiatives such as selective hiring, talent identification, leadership development programs, and performance-based promotions on employee retention within the educational sector. In addition, a contextual gap existed due to limited research focusing on how these initiatives functioned within the employee structure of TSC.

This study assessed the effect of TSC's succession planning interventions on employee retention. Through selective recruitment, talent identification, leadership development, and performance-based promotion, the study provided insights into how succession planning could be used strategically to address turnover challenges faced by the TSC. The results contributed to empirical knowledge that may inform succession planning strategies within Kenya's public sector to reduce turnover and strengthen TSC's organizational capacity in fulfilling its educational mission.

Objectives of the Study

This study examined succession planning initiatives on retention of employees at the Teachers Service Commission, Kenya. The study was guided by the following specific objectives;

- To determine the effect of selective hiring on employee retention at the Teachers Service Commission, Kenya.
- To evaluate the effect of talent identification on employee retention at the Teachers Service Commission, Kenya.
- To examine the effect of leadership development programs on employee retention at the Teachers Service Commission, Kenya.
- To assess the influence of performance-based promotions on employee retention at the Teachers Service Commission, Kenya.

LITERATURE REVIEW

Human Capital Theory (HCT)

It was proposed by Gary Becker in 1964 (Becker, 1964). This important economic theory states that individuals and organizations invest in education and health to enhance their employees' productivity and efficiency. Furthermore, it adds that investments in human capital, such as education, training, and health, are paramount in improving performance and therefore accelerating economic growth. The theory argues that returns on investments made in human capital are made through productivity, job satisfaction, and retention at work. Therefore, the theory explains that training and development make the employees feel more competent and satisfied with their jobs, eventually leading to more loyalty and commitment from them toward the organization.

Over the years, the theory has seen modification to include growing extension views with regard to soft skills and emotional intelligence as contributing factors of employee productivity. Recent studies present heavy evidence for investing in human capital, particularly in those areas where knowledge and skills represent vital factors for the success of any organization. It has become the basis on which the workforce development strategies of various industries are built, thereby representing a critical link between employee investment-and-organizational performance.

With the TSC, the theory becomes the most critical since it emphasizes investing most importantly in administrative and support personnel training and development. In this way, the TSC offers such investments to upgrade employee skills and competencies, thereby improving productivity and job satisfaction. Administrative employees then begin to value their jobs more, knowing that their growth and development are most important to the organization, and thus reduce turnover. Based on this theory, this study attempted to investigate the possibility that effective succession planning initiatives at TSC might be supporting the retention of employees through strategic investments in

training and development for the employees. Tawarar et al., (2021) provide evidence in favor of the effectiveness of such investments in retaining knowledgeable personnel. In relation to human capital development, integrating succession planning will enable TSC to develop career and professional pathways that match employee needs.

In this context, the application is that, it indicates that such structured training and development program initiatives are essential for building up a committed workforce. The recognition of the fact that investment in human capital yields tangible benefits in terms of higher retention rates, the TSC can implement effective succession planning initiatives that not only address immediate employee needs but also cultivate a skilled and engaged workforce in the long term.

Social Exchange Theory

Introduced by George Homans in 1958, the theory posts that relationships between employers and employees are grounded in reciprocal exchanges, where both parties seek to maximize benefits and minimize costs. The argument states that employees in an organization will remain in that organization for a long time if they feel that the benefits, such as a fair salary, opportunities for promotion, or support from the organization, outweigh the costs, such as work-related stress or lack of recognition. Therefore, the extent to which an employee weighs perceived rewards against perceived costs determines the level of commitment and satisfaction in the work role (Nanjundeswaraswamy, 2023).

Social exchange theory has evolved over the years from dealing with personal relationships into organizational behavior and HRM. Today, the application of such theory focuses on certain organizational practices, as compensation, career management, and performance appraisal related to retention of employees or commitment for the organization.

This theory becomes very relevant to the TSC in Kenya regarding the effects of HRM practices on

retention. When TSC employees are compensated well while also perceiving opportunities for advancement, they are more likely to remain in the organization. Kamau, et.al., (2021), further emphasized and discovered that compensation and training are significantly related to turnover rates.

As an important initiative within succession planning viewed through the lens of social exchange theory, the performance-based promotion system helped to establish the perception of rewards in the organization. By rewarding employees with promotion on the basis of their performance, TSC clearly establishes a reward structure in line with employees' career aspirations. Employees perceive such recognition as a form of reciprocal exchange, in which perceived opportunities for career growth are exchanged for contributions. The present study aimed to understand how succession planning inputs such as performance-based promotion affect retention of employees at TSC.

Retention of employees is considered an exchange relationship in which employees weigh the benefits of succession planning against its potential costs, including all work associated with attaining performance standards. With an improved work environment that emphasizes fair compensation, career management, and employee advancement based on performance, TSC could increase retention of employees from this perspective. This theoretical perspective greatly substantiates the argument that by implementing the succession planning model of performance appraisal and promotion, an organization creates and fosters an exchange relationship whereby a more stable and loyal workforce can be nurtured.

Herzberg's Two-Factor Theory

Proposed by psychologist Frederick in 1959. Its findings will be put into consideration to identify motivating factors and demotivating factors present in the job environment. Two certain variables that have been identified to influence the employee's attitude are hygiene factors and motivators. Hygiene factors, such as salary, benefits, company policy, supervisor relationships, and the working

environment, are not responsible for creating job satisfaction in employees. However, they lead to dissatisfaction if perceived as deficient (Arévalo et al., 2021). On the contrary, motivators like autonomy, responsibility, recognition, and promotion opportunities are inherent in the job itself which can drive greater satisfaction and motivation (Haleem, 2019). Satisfaction and dissatisfaction are not the two ends of the continuum but are independent phenomena.

In the course of several years, this theory has greatly affected the enrichment of organizational psychology and HRM in strengthening the knowledge presently available about employee needs and tender truths relating to employee satisfaction. The theory has been adapted in several contexts in an attempt to see how certain workplace issues accentuate employee motivation—as does retention. Eventually it would have come into intervention strategies for organizational culture and employee engagement, thereby tarring the way to the re-establishing of its current relevance to HR functions. Generally, these theories have been used to develop strategies aimed at organizational culture enhancement and improving employee engagement. It has therefore helped restore the importance of these subjects in modern HR practices.

This theory was pertinent to the study because it stresses that TSC must develop both hygiene and motivating factors to observe employee retention. For example, adequate remuneration and good working conditions may remove dissatisfaction, but opportunities for growth, recognition, and advancement will satisfy employees. Therefore, both must be catered for by TSC if it is to hold on to its skilled manpower.

The research applied this theory in attempting to discover how succession planning initiatives affect employee retention at TSC. Succession planning initiatives are meant to motivate people with growth paths, provided that hygiene factors like job security and a competitive salary are well taken care of. This theory was applied in the study to test

how succession planning initiatives affect worker job satisfaction and motivation.

Therefore, depending on hygiene and motivator factors, human nature stays motivated to work. If these factors are adequately taken care of at TSC, these talented people will find it worthwhile to stay. Hence, this theory also stresses the paradigm for retention policies that truly support the appreciation and reward of the employee for the contribution of that employee towards retention within the organization. The best corporate culture one can think of is one in which all retention strategies are linked with recognition, including what value employees bring with their rewards.

Empirical Review

Nyaegah (2024) study on recruitment and selection frameworks on retention of employees within universities, using a descriptive research design and stratified random sampling. The study found that effective recruitment strategies, which included human resource planning, recruitment frameworks, and career development initiatives, have a major contribution to retention of employees.

Notably, the research emphasized the importance of time for hire for key positions, indicating that reduced hiring times positively affect retention by allowing organizations to fill critical roles promptly, thereby minimizing disruptions and enhancing employee satisfaction.

This research informed the current study's focus on selective hiring and retention of employees within the TSC by providing foundational evidence of recruitment practices' effect on retention. The focus of the previous study was on recruitment frameworks in universities, while the current one examined the selective hiring practices in the intended recruitment, whose aim was to fit employees into certain organizational roles with regard to the retention of employees at the TSC. This introduced a context gap is created as the present study explored selective hiring in a public-sector organization, as opposed to academia.

Muriithi and Charles (2023) investigated the influence of talent management systems on retention of employees in devolved healthcare service delivery in Kenya. The study relied on a cross-sectional research design to collect primary data from administrators and doctors via purposive and stratified random sampling, with questionnaires being the instrument of choice for data collection. The data were analyzed using multiple regression models together with descriptive and inferential statistics. The results showed that talent acquisition and development played a significant role in retention of employees, but to a moderate level.

Whereas the previous research provided insights into broad talent management systems, it created a contextual gap for this study, which focused specifically on talent identification programs and their effects on the retention of employees at the TSC in Kenya. By looking at the talent identification, this study sought to identify the specific mechanisms through which the programs influenced retention, particularly among employees of high potential talent identified through systematic assessments. This addressed a conceptual gap left by the previous study, which did not assess directly the influence of talent identification on retention of employees.

Mugo and Wekesa (2018), conducted a study to examine the impact of leadership development programs on retention of employees at Unilever Kenya Limited. Their research focused on assessing how specific leadership initiatives, such as coaching, individualized development plans, experiential learning, and global assignments, influenced staff retention within a multinational organization. By employing both descriptive and causal research designs, the study concluded that these leadership strategies played a crucial role in enhancing retention of employees, demonstrating a strong and positive correlation.

The findings were instrumental in providing insights into the corporate context, while at the same time demonstrating a contextual gap when applied to TSC. This study changed the context to TSC and

specifically examined how leadership development programs affected retention of employees at TSC. This was an important transition for applying leadership development concepts to different organizational contexts.

Specifically, the past studies discovered that employees promoted for their performance showed greater retention; hence, there was a need for fair and transparent promotion processes. The work environment and the design of the job moderated these relationships, implying a conducive workplace for retention of employees. The findings provided some insights into retention of employees in the manufacturing sector; however, it revealed a contextual gap when applied in the public service sector, where different dynamics might have influenced retention. This study, therefore, focused on TSC in Kenya with regard to retention of employees as influenced by performance-based promotions. This shift in context was quite important, as the public sector presented its own challenges and incentives arising from performance-based promotions.

Conceptually, the previous study focused on general performance management practices without examining how these could be tailored to specific employee demographics. This study at TSC filled such a conceptual gap by focusing on performance-based promotion specifically as an HRM activity to examine the time taken from review to promotion. This factor was very pertinent because lengthier durations could have had implications for employee discontentment and therefore retention. This study found out whether shorter times from performance evaluation to promotion correlated with a higher retention rate of TSC employees.

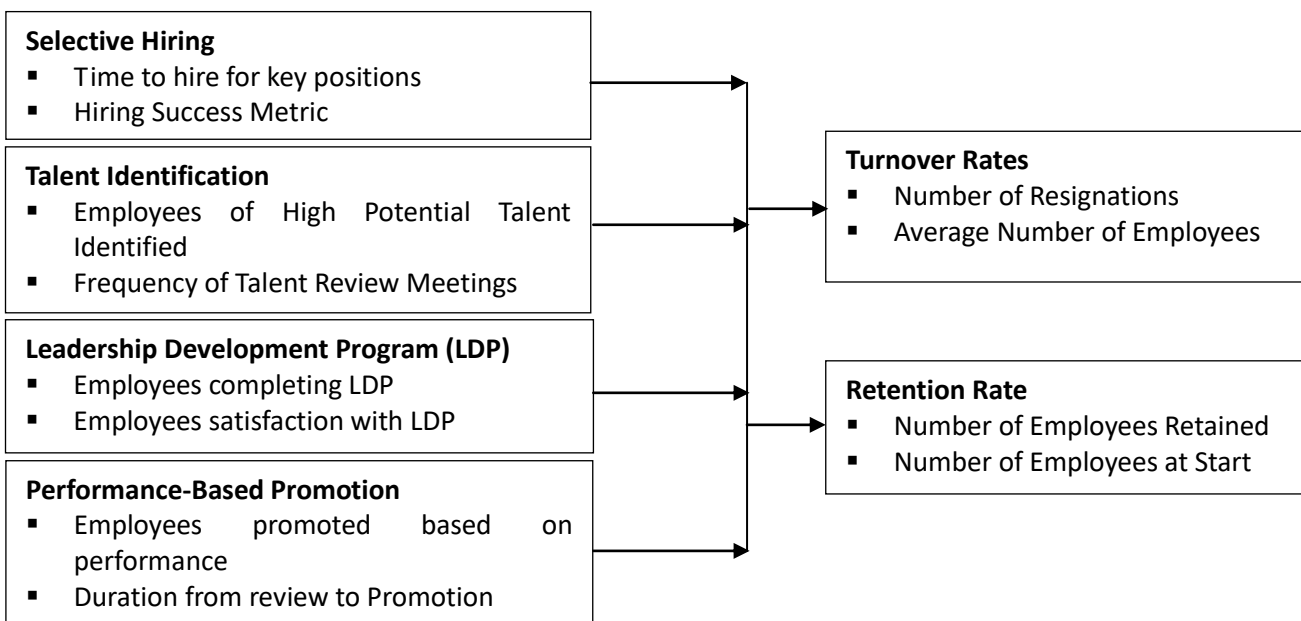
The relationship between succession planning initiatives and retention of employees is critical for the effectiveness of organizations like the TSC in Kenya. Succession planning is the systematic identification and development of potential future leaders. Retention of employees involves the strategies and practices that keep employees

engaged and committed to their roles (Tetteh and Asumeng, 2022). Research has shown that effective succession planning and retention of employees go hand in hand. In regards to succession planning, strong initiatives lead to lower turnovers as they imply to employees that they have a perspective of career growth, hence contributing to their loyalty towards the organization (Ali et al., 2019).

Selective hiring and retention programs ensure candidates meet organizational expectations so employees feel that the jobs have been made for them. Similarly, talent spotting develops high potentials; hence, they consider themselves valued and motivated to remain with the organization. Because such good leadership development

initiatives help increase engagement and morale, they precipitate higher retention rates in these workplaces. Promotions motivated by performance are very important in recognizing employees for their hard work and dedication, thus fostering loyalty and commitment. Job satisfaction and engagement are some of the elements that connect these initiatives to retention of employees. When employees find that there are opportunities for advancement, they form a strong emotional connection to their employer, thus resulting in higher retention turnaround around the organization. Most probably, they would feel the organization cares for their development, and in return, they would show commitment on their part.

Conceptual framework



Independent Variables

Dependent Variables

Figure 1: Conceptual Framework

METHODOLOGY

An explanatory research design was used in this study. The diverse roles and functions of employees within the TSC offices in Kenya, which had a secretariat workforce of approximately 3,000 personnel, were examined. The research sampled employees from TSC Headquarters, regions, and county offices. Hence, the total respondents targeted represented a very large cross-section of

the entire TSC workforce, attempting to make an informed examination of the nature of the relationship between the study variables. Stratified random sampling was used in this study to examine the effect of the factors at the TSC in Kenya. The study covered approximately 3,000 employees from different departments of the TSC, which served as strata for the sampling process, namely, HRM, Policy Planning, Research and Development, Finance and

Accounts, Field Services, Legal Services, Information Communication Technology (ICT), Administration, and Public Relations and Communication. The sample size was determined from Yamane's formula because it provides an organized way of computing for sample size with a certain percent of error.

The SPSS version 26 was employed in conducting analysis for this study. Both descriptive and inferential statistics were utilized. Descriptive statistics which include summaries of selected key variables concerning the succession planning initiatives in place at the TSC in Kenya, for purposes of retention of employees. This was done by presenting an overview through mean, standard deviations, and frequencies

The relationships between variables was examined using Pearson's correlation coefficient. This inferential statistical analysis was helpful in establishing the existence of significant correlations to determine whether particular initiatives positively or negatively influence retention rates at the significance level of $p < 0.05$. Multiple linear regression analysis was utilized to find out the strength between these variables.

Results were systematically presented through tables, graphs, and charts for better interpretation. Descriptive statistics was compiled in tabulated forms, while correlation matrices captured the relations between each initiative against retention outcomes.

The following model was designed to assess the effect of the variables. Multiple regression equation was utilized, structured as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where;

Y: Retention of employees,

β_0 : Regression constant,

$\beta_1, \beta_2, \beta_3$ and β_4 : Coefficients,

X_1 : Selective hiring,

X_2 : Talent identification,

X_3 : Leadership development programs,

X_4 : Performance-based promotions;

ϵ : Error

FINDINGS

Response Rate

Primary data was collected from TSC staff members through structured questionnaires, whereby 380 questionnaires were issued. 380 were filled out and returned, representing a 100% response rate.

Descriptive Analysis

Participants answered with a five-point Likert scale in which 5 = Strongly Agree (SA), 4 = Agree (A), 3 = Neutral (N), 2 = Disagree (D), and 1 = Strongly Disagree (SD) were used for determining their level of agreement with varying statements. Frequencies, percentages, means, and standard deviations were used in analysis in order to provide for a meaningful quantitative data interpretation obtained using the questionnaires. In reporting primary findings, means and standard deviations were primarily used. In accordance with Margaret (2017) interpretation scale, the following was used on the mean scores: 4.2–5.0 = Strongly Agree, 3.4–4.2 = Agree, 2.6–3.4 = Neutral, 1.8–2.6 = Disagree, and 1.0–1.8 = Strongly Disagree.

Selective Hiring and Employee Retention

Selective recruitment's effect on worker retention in the TSC, Kenya was determined. This was addressed through evaluating employees' knowledge regarding the effectiveness of the Commission's recruitment process using descriptive statistical analysis. Participants responded with an indication of agreement regarding statements regarding selective recruitment practices at the TSC on a five-point Likert scale. These are described and summarized using frequencies, percentages, means, and standard deviations as represented in Table 1.

Table 1: Selective Hiring

	SD		D		N		A		SA		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
The key positions are filled in a timely manner.	41	10.8	167	43.9	65	17.1	107	28.2	0	0.0	2.63	1.01
Hiring time meets TSC standards.	25	6.6	81	21.3	194	51.1	80	21.1	0	0.0	2.87	0.82
The organization effectively manages hiring timelines.	28	7.4	172	45.3	101	26.6	79	20.8	0	0.0	2.61	0.90
New hires perform well quickly.	0	0.0	86	22.6	167	43.9	103	27.1	24	6.3	3.17	0.85
Success indicators for hires are clear.	23	6.1	164	43.2	108	28.4	64	16.8	21	5.5	2.73	1.00
The hiring process ensures a good fit for roles	21	5.5	132	34.7	96	25.3	131	34.5	0	0.0	2.89	0.95
Mean											3.12	0.70

A majority of respondents (167; 43.9%) disagreed that key positions at TSC are filled in a timely manner, while 107 (28.2%) agreed, 65 (17.1%) were neutral, and only 41 (10.8%) strongly disagreed. The mean score ($\bar{x} = 2.63$, $\sigma = 1.01$) reflects a generally negative perception of recruitment delays. These findings suggest that delays in filling critical positions may lower employees' confidence in TSC's recruitment processes, which can in turn weaken their satisfaction and willingness to remain in the organization. Prior research highlights that inefficient hiring practices reduce employees' sense of stability and trust, making it harder to sustain long-term retention (Awu, Darius, Chioma, and Chimele, 2025).

Regarding compliance with TSC's hiring timelines, over half of respondents (194; 51.1%) remained neutral, with 80 (21.1%) agreeing, 81 (21.3%) disagreeing, and 25 (6.6%) strongly disagreeing. With a mean of ($\bar{x} = 2.87$, $\sigma = 0.82$), this suggests lukewarm confidence in procedural adherence. On whether TSC effectively manages recruitment timelines, 172 respondents (45.3%) disagreed, 79 (20.8%) agreed, 101 (26.6%) were neutral, and 28 (7.4%) strongly disagreed. The mean of ($\bar{x} = 2.61$, $\sigma = 0.90$) underlines a general dissatisfaction with TSC's hiring efficiency, indicating potential issues in workflow coordination and role clarity.

By contrast, the performance of new hires was perceived more positively, with 127 respondents (33.4%) agreeing or strongly agreeing, 167 (43.9%) neutral, and 86 (22.6%) disagreeing. The mean

score of ($\bar{x} = 3.17$, $\sigma = 0.85$) indicates moderate satisfaction. This aligns with recent evidence demonstrating that effective onboarding significantly boosts employee well-being and retention factors conducive to rapid integration of new hires (Díaz-Muñoz and Andrés-Reina, 2024).

The clarity of success indicators for new hires showed mixed responses: 187 (49.3%) disagreed or strongly disagreed that these indicators are well defined, 108 (28.4%) were neutral, and only 85 (22.3%) agreed or strongly agreed. A mean of ($\bar{x} = 2.73$, $\sigma = 1.00$) points to ambiguity in performance expectations. Regarding person–role fit, 131 respondents (34.5%) agreed, 96 (25.3%) were neutral, 132 (34.7%) disagreed, and 21 (5.5%) strongly disagreed, with a mean of ($\bar{x} = 2.89$, $\sigma = 0.95$). These results suggest inconsistencies in matching candidates to roles a factor that could inhibit job satisfaction and retention (Awu et al., 2025).

Talent Identification and Employee Retention

The evaluation of the effect of talent identification on employee retention at the TSC, Kenya was done. This was addressed by examining employees' views on how well the Commission identifies, supports, and utilizes high-potential individuals to drive organizational continuity and retention. Respondents provided their level of agreement with statements related to talent identification at TSC using the same five-point Likert scale. The responses were analyzed using descriptive statistics and are summarized in Table 2.

Table 2: Talent Identification

	SD		D		N		A		SA		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
High-potential employees are effectively identified	28	7.4	257	67.6	21	5.5	74	19.5	0	0.0	2.37	0.88
The criteria for talent identification are clear	45	11.8	211	55.5	98	25.8	26	6.8	0	0.0	2.28	0.76
The talent identification process is seen as fair	84	22.1	199	52.4	36	9.5	61	16.1	0	0.0	2.19	0.96
Talent reviews are held regularly	68	17.9	222	58.4	90	23.7	0	0.0	0	0.0	2.06	0.64
Meetings occur often enough for effective tracking	77	20.3	193	50.8	95	25.0	15	3.9	0	0.0	2.13	0.75
Schedule for reviews is well communicated	63	16.6	196	51.6	101	26.6	20	5.3	0	0.0	2.21	0.78
Mean											3.12	0.70

A majority of respondents (257; 67.6%) disagreed that high-potential employees are effectively identified within the organization, while only 74 (19.5%) agreed. The mean score ($\bar{x} = 2.37, \sigma = 0.88$) indicates a generally negative perception regarding the organization's ability to recognize top talent. When high-potential employees feel unrecognized, their likelihood of leaving the organization increases, as lack of recognition reduces motivation and long-term commitment (Menezes, Silva, Andrade, and Ferreira, 2025).

Similarly, 211 respondents (55.5%) disagreed and 45 (11.8%) strongly disagreed that the criteria for talent identification are clear, while only 26 (6.8%) agreed. The mean score ($\bar{x} = 2.28, \sigma = 0.76$) suggests widespread perceptions of unclear criteria. A lack of transparency in talent processes undermines fairness and increases turnover risk, since employees who view processes as biased or vague are less likely to remain in the organization (Shahzad, Bilal, Khan, and Buheji, 2024).

On fairness, 199 respondents (52.4%) disagreed and 84 (22.1%) strongly disagreed that the process was fair, compared to only 61 (16.1%) who agreed. The mean score ($\bar{x} = 2.19, \sigma = 0.96$) highlights low confidence in the fairness of the system. Perceptions of unfairness in career progression erode trust and reduce retention, as employees often leave in search of organizations with more

equitable opportunities (Jo, Lee, Kim, and Hong, 2025).

Regarding regularity of reviews, an overwhelming 222 (58.4%) disagreed and 68 (17.9%) strongly disagreed that talent reviews are held regularly. None of the respondents agreed or strongly agreed. The mean score ($\bar{x} = 2.06, \sigma = 0.64$) shows a strong belief that reviews are infrequent. Without regular reviews and feedback, employees lack development opportunities and career growth pathways, both of which are key drivers of retention (Siraj, Tessema, and Kibret, 2023).

In terms of frequency of meetings, 193 respondents (50.8%) disagreed, 77 (20.3%) strongly disagreed, while only 15 (3.9%) agreed. The mean score ($\bar{x} = 2.13, \sigma = 0.75$) reinforces the view that talent discussions are too infrequent. Irregular interactions and feedback delay recognition of employee growth and can push high-potential staff to seek opportunities elsewhere (Shahzad et al., 2024).

Finally, on communication of schedules, 196 respondents (51.6%) disagreed and 63 (16.6%) strongly disagreed, compared to only 20 (5.3%) who agreed. The mean score ($\bar{x} = 2.21, \sigma = 0.78$) suggests poor communication of review timelines. Uncertainty around reviews discourages employee participation in development processes, negatively

impacting retention (Hiver, Al-Hoorie, Vitta, and Wu, 2024).

These findings point to a need for more transparent, fair, and structured talent management practices. Research confirms that effective talent identification practices enhance employee retention. Organizations that consistently recognize high-potential employees, use clear and fair criteria, provide regular reviews, and communicate schedules transparently are better able to retain their workforce (Menezes et al., 2025; Shahzad et al., 2024).

Therefore, weak talent identification practices at TSC, characterized by perceptions of unfairness, lack of clarity, infrequency, and poor communication, represent a serious threat to employee retention. Addressing these gaps by

implementing fair, frequent, and transparent talent reviews would help strengthen employee commitment and reduce turnover.

Leadership Development Programs and Employee Retention

The effect of leadership development programs on employee retention in the TSC, Kenya was established. This research objective was about determining the degree to which availability, relevance, and effectiveness of leadership development programs influence employees' intention to remain in the organization. The extent of agreement with statements concerning leadership development programs in TSC was reflected through a five-point Likert scale by the respondents. The data was described and analyzed using frequencies, percentages, means, and standard deviations as shown in Table 3.

Table 3: Leadership Development Programs

	SD		D		N		A		SA		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Many participants complete the leadership development programs	26	6.8	140	36.8	132	34.7	82	21.6	1	0.3	2.72	0.88
Resources support successful program completion	37	9.7	154	40.5	123	32.4	64	16.8	2	0.5	2.58	0.94
Completion rates are regularly evaluated	42	11.1	171	45.0	119	31.3	47	12.4	1	0.3	2.46	0.91
Participants are satisfied with the leadership development programs	49	12.9	150	39.5	95	25.0	82	21.6	4	1.1	2.58	1.03
Feedback indicates the leadership development programs meets the needs	48	12.6	143	37.6	104	27.4	79	20.8	6	1.6	2.60	1.02
Participant input is used to improve the leadership development program	50	13.2	136	35.8	89	23.4	91	24.0	14	3.7	2.69	1.11
Mean											3.12	0.70

The results revealed a generally low perception of program completion. A total of 140 respondents (36.8%) disagreed that many participants complete the leadership development programs, while 132 respondents (34.7%) were neutral, and only 83 respondents (21.9%) agreed or strongly agreed. The mean score ($\bar{x} = 2.72$, $\sigma = 0.88$) suggests that

participation and completion rates are suboptimal. Low completion rates undermine employees' perception of career advancement opportunities and weaken their motivation to remain within the organization (Geerts, Gomes, & Morais, 2024).

The availability of resources to support successful completion was also viewed negatively. More than

half of the respondents (50.2%) disagreed or strongly disagreed that sufficient resources such as coaching, learning materials, and time were provided, while only 66 respondents (17.3%) agreed or strongly agreed. The mean score ($\bar{x} = 2.58$, $\sigma = 0.94$) reflects this concern. Employees who perceive inadequate organizational support in leadership development often report lower levels of commitment and are less likely to stay with their employer (Elshaer, Azazz, Kooli, Aljoghaiman, Elsawy, & Fayyad, 2025).

Evaluation practices also scored poorly. A total of 213 respondents (56.1%) disagreed or strongly disagreed that completion rates are regularly monitored, while only 48 respondents (12.7%) agreed or strongly agreed. The mean score ($\bar{x} = 2.46$, $\sigma = 0.91$) indicates weak accountability mechanisms. The absence of systematic evaluation reduces program effectiveness and employees' belief in the value of leadership development as a pathway to their growth (Ali, Usman, & Gull, 2024).

Findings on satisfaction with leadership development programs show moderate to low contentment. Nearly half of the respondents (52.4%) reported dissatisfaction, with only 21.6% agreeing and 1.1% strongly agreeing that they were satisfied. The mean score ($\bar{x} = 2.58$, $\sigma = 1.03$) confirms this perception. When participants are dissatisfied with program content, delivery, or relevance, they may view such initiatives as superficial, which undermines retention (Christenson, 2025).

Perceptions regarding whether the programs meet participant needs were also weak. A majority of respondents (50.2%) disagreed or strongly disagreed, while only 85 respondents (22.4%) agreed or strongly agreed. The mean score ($\bar{x} = 2.60$, $\sigma = 1.02$) suggests that many employees feel program content does not match their professional expectations. Leadership programs that fail to address employees' real developmental needs reduce engagement and make staff more likely to seek opportunities elsewhere (Kirby, 2023).

Finally, participant input in program refinement was viewed somewhat more positively than other indicators but was still concerning. A total of 186 respondents (49.0%) disagreed or strongly disagreed, while 105 respondents (27.7%) agreed or strongly agreed. The mean score ($\bar{x} = 2.69$, $\sigma = 1.11$) reflects limited use of feedback. When organizations fail to integrate participant input, leadership development programs become less responsive, which reduces employee engagement and organizational commitment (Harrington, 2024).

These findings suggest that the leadership development programs at TSC are constrained by several critical weaknesses: low program completion, insufficient resources, weak monitoring and evaluation, moderate satisfaction, misalignment with participant expectations, and underused feedback mechanisms. Research indicates that leadership development initiatives that are well-resourced, systematically evaluated, aligned with employee career needs, and responsive to participant feedback significantly improve employee retention by fostering job satisfaction, organizational loyalty, and stronger professional development pathways (Ali, Usman, & Gull, 2024). Therefore, TSC should take concrete steps to strengthen its leadership development programs. Key strategies may include increasing allocation of resources, building robust evaluation systems, ensuring program content reflects employee career aspirations, and integrating participant feedback into ongoing program improvement. These actions will enhance the value employees perceive in leadership development, which in turn strengthens their intention to remain with the organization.

Performance-Based Promotions and Employee Retention

The influence of performance-based promotions on employee retention at the TSC, Kenya, was assessed. This involved exploring how fair, transparent, and merit-driven promotion practices impact employee satisfaction and long-term organizational commitment. Respondents rated

their agreement with statements regarding performance-based promotion practices using the same five-point Likert scale. The responses were

summarized using descriptive statistics, including frequencies, percentages, means, and standard deviations, and are presented in Table 4.

Table 4: Performance-Based Promotions

	SD		D		N		A		SA		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Promotions are based on employee performance	39	10.3	186	48.9	99	26.0	51	13.4	5	1.3	2.47	0.96
The criteria for promotions are transparent	55	14.5	165	43.4	94	24.7	55	14.5	11	2.9	2.48	1.04
The process rewards top performers	79	20.8	177	46.6	77	20.3	44	11.6	3	0.8	2.25	0.98
Review of the promotion duration is reasonable	57	15.0	188	49.5	97	25.5	35	9.2	3	0.8	2.32	0.94
The promotion decisions are made promptly	47	12.4	161	42.4	99	26.0	66	17.4	6	1.6	2.53	1.00
Employees are quickly informed about promotions	50	13.2	157	41.3	99	26.0	64	16.8	10	2.6	2.54	1.02
Mean											3.12	0.70

A majority of respondents (186; 48.9%) disagreed that promotions are based on employee performance, while 99 (26.0%) were neutral, and only 56 (14.7%) agreed or strongly agreed. The mean ($\bar{x} = 2.47$, $\sigma = 0.96$) suggests many employees do not view the promotion system as merit-based. When promotion practices are not aligned with performance, retention suffers because employees feel undervalued (Obunga, Were, and Muchelule, 2022).

Regarding transparency of promotion criteria, 55 respondents (14.5%) strongly disagreed and 165 (43.4%) disagreed that criteria are clearly communicated, while only 66 (17.4%) agreed or strongly agreed. The mean ($\bar{x} = 2.48$, $\sigma = 1.04$) indicates widespread perception that promotion criteria are opaque. Lack of transparency has been found to weaken organizational trust and reduce the willingness of employees to remain (Mwema, Were, and Ndeto, 2022).

When asked whether the process rewards top performers, 177 respondents (46.6%) disagreed, 79 (20.8%) strongly disagreed, and just 47 (11.6%) agreed or strongly agreed. The mean ($\bar{x} = 2.25$, $\sigma = 0.98$) reflects strong skepticism about recognition. Performance-based promotion systems that

equitably reward achievement encourage employees to stay, while the absence of such practices drives disengagement (Yusuff and Minja, 2023).

The review of promotion duration was also evaluated negatively: 188 respondents (49.5%) disagreed, and 57 (15.0%) strongly disagreed that the promotion review duration is reasonable; only 38 (approx. 10%) agreed or strongly agreed. The mean ($\bar{x} = 2.32$, $\sigma = 0.94$) suggests that promotion cycles are perceived as lengthy or inconsistent. Extended delays in promotion timelines discourage motivation and commitment, thereby weakening retention (Evans and Mwendu, 2020).

On the promptness of decisions, 161 (42.4%) disagreed and 47 (12.4%) strongly disagreed that promotion decisions are made promptly; only 72 (19%) agreed or strongly agreed. The mean ($\bar{x} = 2.53$, $\sigma = 1.00$) shows a generally negative view of decision speed. Delays in promotion decisions undermine perceptions of fairness, which can influence an employee's decision to remain (Sitati, Were, and Waititu, 2016).

Finally, on whether employees are quickly informed about promotions, 157 (41.3%) disagreed

and 50 (13.2%) strongly disagreed; 74 (19.4%) agreed or strongly agreed. The mean ($\bar{x} = 2.54$, $\sigma = 1.02$) suggests communication is perceived as slow or inconsistent. Slow dissemination of promotion outcomes reduces confidence in HR practices and diminishes retention (Karanja, Mugambi, and Muriu, 2021)

These findings highlight consistent concerns about merit, transparency, recognition, timeliness, and communication in the promotion system. Addressing these gaps is crucial to strengthening employee commitment and retention. Studies confirm that clear performance-linked criteria, timely decisions, and transparent communication significantly improve employee retention in organizations (Mwema, Were, and Ndeto, 2022; Yusuff and Minja, 2023).

Employee Retention

The dependent variable in this study was employee retention, which was assessed in relation to succession planning initiatives implemented by the TSC, Kenya. The aim was to measure employees' perceptions of their intent to remain at TSC and evaluate organizational practices that influence workforce stability and long-term commitment. Respondents rated their level of agreement with eight statements relating to job satisfaction, turnover intentions, workforce consistency, and perceptions of career growth at TSC. These items were measured using a five-point Likert scale. The results were analyzed using descriptive statistics, including frequencies, percentages, means, and standard deviations, as summarized in Table 5.

Table 5: Employee Retention

	SD		D		N		A		SA		Mean SD	
	F	%	F	%	F	%	F	%	F	%		
I am not considering leaving TSC in the near future.	0	0.0	49	12.9	73	19.2	149	39.2	109	28.7	3.84	0.99
Most employees I know are satisfied and unlikely to resign.	0	0.0	34	8.9	80	21.1	149	39.2	117	30.8	3.92	0.93
TSC maintains a stable workforce throughout the year.	0	0.0	40	10.5	86	22.6	143	37.6	111	29.2	3.86	0.96
Staffing levels at TSC are consistent and support operational needs.	0	0.0	41	10.8	68	17.9	153	40.3	118	31.1	3.92	0.96
I see myself continuing to work at TSC for the next several years.	0	0.0	39	10.3	77	20.3	152	40.0	112	29.5	3.89	0.95
TSC is a place where employees stay for long-term career growth.	0	0.0	39	10.3	70	18.4	153	40.3	118	31.1	3.92	0.95
New employees at TSC tend to stay after they are hired.	0	0.0	43	11.3	71	18.7	159	41.8	107	28.2	3.87	0.95
The onboarding process at TSC encourages new hires to stay.	0	0.0	40	10.5	75	19.7	143	37.6	122	32.1	3.91	0.97
Mean											3.12	0.70

A majority of respondents (149; 39.2%) agreed that they were not considering leaving the TSC in the near future, while 109 (28.7%) strongly agreed, 73

(19.2%) were neutral, and only 49 (12.9%) disagreed. None strongly disagreed. The mean score ($\bar{x} = 3.84$, $\sigma = 0.99$) reflects a strong sense of

commitment and job stability among respondents, suggesting most view their roles at TSC as secure and fulfilling. This aligns with research showing that effective onboarding fosters organizational identification and reduces turnover intentions (Mosquera and Soares, 2025).

Similarly, on whether most employees they knew were satisfied and unlikely to resign, 149 (39.2%) agreed, 117 (30.8%) strongly agreed, 80 (21.1%) were neutral, and 34 (8.9%) disagreed. The high mean score ($\bar{x} = 3.92$, $\sigma = 0.93$) underscores collective contentment and low attrition intentions. This supports organizational commitment theory, which posits that peer sentiment bolsters individual retention behaviors (Todorović et al., 2024). The perception of organizational stability was also assessed: 143 (37.6%) agreed and 111 (29.2%) strongly agreed that TSC maintains a stable workforce, while 86 (22.6%) were neutral and 40 (10.5%) disagreed. The mean score ($\bar{x} = 3.86$, $\sigma = 0.96$) indicates strong consensus on institutional stability. This resonates with findings that public-sector employees often show higher continuance commitment due to perceived job security (Todorović et al., 2024).

Respondents evaluated staffing adequacy: over 70% agreed (153; 40.3%) or strongly agreed (118; 31.1%) that TSC's staffing supports operations. With only 68 (17.9%) neutral and 41 (10.8%) disagreeing, the mean ($\bar{x} = 3.92$, $\sigma = 0.96$) confirms HR resource confidence that adequate staffing is well-documented as reducing burnout and supporting retention through social exchange mechanisms (Columna and Garcia, 2024). On long-term career prospects, 152 (40.0%) agreed, 112 (29.5%) strongly agreed, 77 (20.3%) were neutral, and 10.3% disagreed; with mean ($\bar{x} = 3.89$, $\sigma = 0.95$), this reflects optimism about career continuity reaffirming the impact of perceived career trajectories on retention (Mosquera and Soares, 2025).

Further supporting long-term sentiment, 153 (40.3%) agreed and 118 (31.1%) strongly agreed that TSC is a place for long-term career growth, with low disagreement and mean ($\bar{x} = 3.92$). This suggests employees perceive internal mobility as a known driver of engagement. Regarding new employees, 159 (41.8%) agreed and 107 (28.2%) strongly agreed that early-career hires remained at TSC, while 71 (18.7%) were neutral and 43 (11.3%) disagreed. The mean ($\bar{x} = 3.87$, $\sigma = 0.95$) indicates high early retention satisfaction, consistent with literature linking onboarding quality to retention (Mosquera and Soares, 2025).

Regarding onboarding itself, 143 (37.6%) agreed and 122 (32.1%) strongly agreed it encourages new hires to stay; 19.7% were neutral; 10.5% disagreed. The mean ($\bar{x} = 3.91$, $\sigma = 0.97$) underscores onboarding's strategic role in retention. Across all the items, mean scores were consistently above 3.84 and had low deviations these findings illustrate a robust perception that TSC successfully retains its workforce through secure roles, stable staffing, long-term opportunities, and high-quality onboarding.

Employee Retention for Secondary Data

This section presents secondary data on employee retention at the TSC over a seven-year period (2018–2024). The data were obtained from official TSC records, including annual reports and HR databases. Key indicators such as turnover and retention rates were used to assess workforce stability and the effectiveness of HR management practices.

Raw Secondary Data

Table 6 below presents the annual turnover and retention rates, calculated from the number of resignations and employees retained relative to the number of staff in service at the start of each year.

Table 6: Raw Employee Retention Data (2018–2024)

Year	Turnover Rate (%)	Retention Rate (%)
2018	2.20	97.83
2019	1.21	98.78
2020	1.14	98.89
2021	1.37	98.62
2022	2.31	97.78
2023	1.91	98.03
2024	2.40	97.58

Descriptive statistics and inferential analysis, including Pearson’s correlation, were used to interpret the data, as shown below in Tables 7 and 8.

Table 7: Employee Retention for Secondary Data

Statistic	Turnover Rate (%)	Retention Rate (%)
Mean	1.79	98.22
Standard Deviation	0.54	0.53
Minimum	1.14	97.58
Maximum	.765	98.89

The average turnover rate at TSC over the seven-year period was 1.79%, while the average retention rate was 98.22%, indicative of a highly stable workforce. The narrow spread in both metrics ($\sigma =$

0.5%) suggests minimal year-to-year variability. This consistency reflects strong institutional structures and possibly effective employee management strategies as illustrated in Table 9.

Table 9: Pearson’s Correlation for Secondary Data on Employee Retention

Variables	Pearson’s r	p-value	Significance
Turnover vs. Retention	-0.996	0.00000178	$p < 0.05$

This implies that as turnover rates increase, retention rates decrease almost perfectly in opposition an expected inverse relationship. These findings affirm that TSC’s internal resignation and termination trends have a profound and predictable influence on overall employee retention levels. This provides additional validation of the need for effective succession planning to manage attrition and ensure continuity.

Correlation Analysis

The strength and direction of the relationship between variables were assessed using correlation analysis. Specifically, the Correlation Coefficient (r) was employed to determine the nature and extent of the association between the study variables. The results are summarized in Table 10 below.

Table 10: Correlation Analysis

		Selective Hiring	Talent Identification	Leadership Development	Performance-Based Promotions	Employee Retention
Selective Hiring	Correlation	1.000				
	Sig. (2-tailed)	—				
Talent Identification	Correlation	.054**	1.000			
	Sig. (2-tailed)	.000	—			
Leadership Development	Correlation	-.017	.761**	1.000		
	Sig. (2-tailed)	.000	.000	—		
Performance-Based Promotions	Correlation	.450**	.517**	.499**	1.000	
	Sig. (2-tailed)	.000	.000	.000	—	
Employee Retention	Correlation	.909**	.756**	.786**	.455**	1.000
	Sig. (2-tailed)	.000	.000	.000	.000	—

The correlation analysis aimed to determine the nature and strength of the relationship between selective hiring, talent identification, leadership development, and performance-based promotions with employee retention. The Correlation Coefficient (r) was used as the statistical measure, with significance levels tested at 0.05 and 0.01 thresholds. Among the variables, selective hiring showed the strongest relationship with employee retention ($r = .909, p < .01$), indicating that efficient recruitment practices are highly predictive of whether employees stay with the organization. This suggests that when hiring processes are timely, targeted, and aligned with job requirements, the likelihood of employee retention increases significantly. Recent research confirms this: strengthening person–environment fit during selection significantly reduces turnover (Jaskeviciute et al., 2024).

Talent identification also demonstrated a strong and statistically significant correlation with employee retention ($r = .756, p < .01$). This suggests that employees who perceive fair, transparent recognition of high-potential talent are more likely to remain committed to the organization. It reinforces the idea that structured talent review systems, particularly those that

communicate growth pathways, enhance long-term retention (He et al., 2023). Leadership development showed a statistically significant positive correlation with employee retention ($r = .786, p < .01$). Although not as strong as selective hiring or talent identification, providing structured leadership pathways boosts employee morale and long-term commitment. Empirical studies found that transformational and transactional leadership significantly increase job satisfaction, which improves retention (Smith and Lee, 2024).

Performance-based promotions had a moderate but still statistically significant positive correlation with employee retention ($r = .455, p < .01$). This indicates that while promotions tied to performance may not carry the strongest influence on their own, they remain a key retention tool, especially when implemented fairly and communicated transparently. Structured promotion frameworks are shown to enhance employee tenure and experiences (Ogah and Akinbo, 2024).

Multiple Regression Analysis

This section presents the results of a multiple linear regression analysis conducted to determine the influence of succession planning initiatives selective

hiring, talent identification, leadership development programs, and performance-based promotions, on employee retention at the TSC.

Model Summary

It was used to explain the nature of the relationship between the four independent variables and the dependent variable. The model summary results are shown in Table 11.

Table 11: Overall Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797	.636	.632	.138

The analysis reveals there is a significant positive correlation ($R = 0.797$) between independent variables and employee retention. The coefficient of determination ($R^2 = 0.636$) signifies that approximately 63.6% of the variance in employee retention at TSC is explained by the four succession planning initiatives represented in the model. The adjusted R^2 (0.632) that controls for the number of predictors further confirms the robustness of the model. This level of explanatory power is statistically significant and denotes that the model is a good fit for the data. The standard error of the estimate (0.138) is low and lends support for the

precision and reliability of the model in predicting outcomes in employee retention. The model confirms that succession planning initiatives are an important variable in determining employee retention outcomes at TSC, as posited in strategic HR literature that emphasizes the importance of linking talent management with long-term workforce stability.

Analysis of Variance

It was used to determine whether the model summary was significant and had a good fit for the data and findings summarized in Table 12.

Table 12: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.416	4	3.104	163.715	.000 ^b
	Residual	7.132	375	0.019		
	Total	19.548	379			

The results of ANOVA indicate that Selective Hiring, Talent Identification, Leadership Development, and Promotions were significant predictor variables of Employee Retention as indicated by the F-statistic ($F = 163.715$, $p = .000$). This implies that the model was statistically significant and had a good fit.

Regression Coefficients

The β coefficients for the independent variables were generated from the model to analyze the objectives and respond to the research questions of the study. Table 13 provides the estimates of β -values for the model.

Table 13: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.148	0.158	—	2.28	0.944
	Selective Hiring	0.284	0.019	0.715	15.14	0.000
	Talent Identification	0.280	0.019	0.682	14.42	0.008
	Leadership Development	0.207	0.019	0.551	11.07	0.000
	Performance Promotions	0.175	0.018	0.492	9.64	0.850

From the results of Table 13, the regression equation model was fitted. The multiple regression model with independent variables was as follows;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon \dots\dots\dots [\text{Eq 1}]$$

When these beta coefficients are substituted in the equation, Model 1 becomes:

$$Y = 0.148 + 0.284X_1 + 0.280X_2 + 0.207X_3 + 0.175X_4 + \epsilon \dots\dots [\text{Eq 2}]$$

Where:

- Y = Employee Retention
- X₁ = Selective Hiring
- X₂ = Talent Identification
- X₃ = Leadership Development Programs
- X₄ = Performance-Based Promotions and
- ε = error

The results demonstrate that Selective Hiring had the strongest positive effect on employee retention ($\beta = 0.715$; $p < 0.001$). This underscores that rigorous and transparent recruitment processes enhance job–person fit, leading to higher retention. When employees are carefully matched to their roles, they are more likely to remain committed to the organization.

Talent Identification was also a significant predictor ($\beta = 0.682$; $p = 0.008$). The findings suggest that recognizing and nurturing employee potential fosters loyalty and long-term commitment. Employees who feel that their talents are identified and supported are more inclined to stay with the organization.

Leadership development contributed significantly as well ($\beta = 0.551$; $p < 0.001$). Structured opportunities for career growth, mentorship, and professional development appear to strengthen employees' intention to remain within the organization. This indicates that investment in leadership capacity has a direct impact on retention.

Performance promotions had a positive but statistically insignificant effect ($\beta = 0.492$; $p = 0.850$). Although promotions theoretically encourage

retention, the lack of significance suggests that, within TSC, promotions alone may not be sufficient drivers of retention. Limited opportunities or perceptions of inequity may weaken the role of promotions in influencing employee decisions to stay.

The regression results confirm that Selective Hiring, Talent Identification, and Leadership Development are statistically significant predictors of employee retention at TSC. By contrast, Performance-Based Promotions did not emerge as a significant determinant. These findings emphasize the need for an integrated retention strategy that prioritizes effective recruitment, clear talent identification mechanisms, and structured leadership development programs, while also reviewing promotion policies to ensure they align with employee expectations and organizational objectives.

CONCLUSION AND RECOMMENDATION

This study sought to establish the influence of succession planning initiatives, namely selective hiring, talent identification, leadership development programs, and performance-based promotions, on employee retention at the TSC, Kenya. The findings revealed that while these practices collectively play an important role in shaping employee retention, their effectiveness varies considerably depending on how they are designed and implemented.

To determine the effect of selective hiring on employee retention, it is concluded that effective recruitment strategies are critical in retaining staff. Although respondents expressed dissatisfaction with the timeliness and clarity of the hiring process (aggregate mean = 2.82), both correlation analysis ($r = 0.722$, $p < 0.01$) and regression results ($\beta = 0.715$, $p < 0.001$) confirmed that selective hiring has the strongest and most significant positive influence on employee retention. This demonstrates that transparent, competency-based, and structured recruitment processes directly strengthen workforce stability and job satisfaction.

To evaluate the effect of talent identification, the study concluded that this practice has a substantial but underutilized role in employee retention. Descriptive statistics showed low agreement (aggregate mean = 2.21), with respondents perceiving talent identification processes as unclear and unfair. However, the statistical results revealed a strong positive correlation with retention ($r = 0.698$, $p < 0.01$) and a significant regression effect ($\beta = 0.682$, $p = 0.008$). This means that while talent identification is conceptually powerful in enhancing retention, its impact depends on consistent, fair, and transparent implementation.

To examine the effect of leadership development programs, the findings suggested that access to targeted and well-resourced leadership training fosters retention. The descriptive mean was modest (aggregate mean = 2.61), indicating dissatisfaction with program delivery, resource allocation, and evaluation. Yet correlation analysis confirmed a positive relationship ($r = 0.656$, $p < 0.01$), and regression results showed a statistically significant effect ($\beta = 0.551$, $p < 0.001$). It can therefore be concluded that leadership development programs positively influence employee retention, but their potential is constrained by weak implementation and limited institutional support.

To assess the influence of performance-based promotions, the study concluded that while fair and timely promotions are expected to enhance employee loyalty, current practices at TSC are not perceived as effective. The aggregate mean (2.43) highlighted dissatisfaction with fairness, transparency, and timeliness of promotions. Correlation results showed a moderate positive association ($r = 0.612$, $p < 0.01$). However, regression analysis indicated that performance-based promotions were not statistically significant in predicting employee retention ($\beta = 0.492$, $p = 0.850 > 0.01$). This suggests that although promotions are theoretically important, the current system lacks credibility and consistency, limiting its ability to contribute meaningfully to retention.

The study establishes that succession planning practices significantly shape employee retention at TSC, though their impact depends on how transparently, fairly, and consistently they are applied. Practices such as selective hiring, talent identification, and leadership development emerged as significant predictors, while performance-based promotions were not statistically significant in the current model. These findings underscore the importance of refining succession planning initiatives to align with employee expectations and organizational values. When effectively managed, these initiatives can help build a committed, stable, and high-performing workforce that supports the long-term sustainability of TSC.

In light of these findings, the study recommends that TSC should enhance the structure and timeliness of its hiring practices. Delays in recruitment and vague expectations during hiring undermine morale and disrupt service delivery. A streamlined, competency-based recruitment process would ensure better alignment between job requirements and candidate capabilities. The commission must institutionalize a fair and consistent talent identification system. This requires setting clear criteria, holding regular reviews, and communicating outcomes transparently. Such improvements will help identify high-potential employees early and motivate them toward long-term commitment. Leadership development programs should be reviewed and expanded to meet employee expectations. This includes allocating sufficient resources, integrating personalized learning modules, and ensuring that participant feedback informs program design. Leadership pathways should be visible and attainable to foster motivation. TSC should revise its promotion framework to ensure fairness, speed, and transparency. Performance metrics for promotions should be well communicated and uniformly applied. Additionally, promotion decisions must be made promptly and shared with all staff to avoid perceptions of bias and favoritism.

The study recommends that national policymakers and education sector regulators develop and enforce a clear succession planning policy framework for all public institutions, including TSC. Such a policy should provide standardized guidelines on recruitment, talent identification, leadership development, and promotion practices. Embedding succession planning in policy will not only enhance fairness and transparency but also ensure sustainability and accountability beyond individual leadership changes.

Suggestions for Further Research

Future studies could build on this research by exploring additional non-HR factors such as organizational culture, job satisfaction, and compensation. These elements often interact with succession planning efforts and may significantly influence retention outcomes. For instance, even

with strong HR practices, a poor work culture or inadequate compensation may still lead to high turnover. Including these factors in future research would offer a more comprehensive understanding of what drives employee retention and how organizational context shapes the success of succession strategies.

Future research could also examine the differential impact of succession planning practices as indicated by regression models. Since performance-based promotions were not a statistically significant predictor of retention in this study, subsequent studies could investigate the conditions or moderating factors, such as organizational culture, leadership support, or employee perceptions of fairness, that may affect whether promotions effectively enhance employee retention.

REFERENCES

- Abdalla, A. A. (2023). Talent Management and Employee Retention: An Empirical Study in The Sudanese Telecommunication Sector. *Communications of International Proceedings*, 2023(4).
- Achmad, R. R. (2020). The Effect of Transformational Leadership on Employee Performance Mediated by Job Satisfaction and Employee Engagement. *International Journal of Business, Economics and Law*, 21.
- Adedeji, A. O. (2018). Factors Motivating Employee Loyalty and Employee Retention in Deposit Money Banks in Nigeria. *International Journal of Human Resource Studies*, 8(3), 300–313.
- Al-Asadi, R., Muhammed, S., Abidi, O., and Dzenopoljac, V. (2019). Impact of servant leadership on intrinsic and extrinsic job satisfaction. *Leadership and Organization Development Journal*, 40(4), 472–484.
- Ali, A., Usman, M., & Gull, M. (2024). The role of leadership development in enhancing employee retention: Evidence from public organizations. *Journal of Leadership and Organizational Studies*, 31(2), 145–158.
- Ali, Z., and Mehreen, A. (2019). Understanding succession planning as a combating strategy for turnover intentions. *Journal of Advances in Management Research*, 16(2), 216–233.
- Ali, Z., Mahmood, B. (2019). Linking succession planning to employee performance: The mediating roles of career development and performance appraisal. 28(2), 112–121.
- Amah, O. E., and Amah, O. (2018). Employee engagement in Nigeria: The role of leaders and boundary variables.
- Amankwah-Amoah, J., Nyuur, R. B., Hinson, R., Kosiba, J. P., Al-Tabbaa, O., and Cunningham, J. A. (2023). Entrepreneurial strategic posture and new technology ventures in an emerging economy. *International Journal of Entrepreneurial Behaviour and Research*, 29(2), 385–407.

- Aman-Ullah, A., Ibrahim, H., Aziz, A., and Mehmood, W. (2022). Impact of workplace safety on employee retention using sequential mediation: evidence from the health-care sector. *RAUSP Management Journal*, 57(2), 182–198.
- Arévalo, A. L. U., Mayo, A. R. P., and Nieto, N. R. (2021). Organizational Commitment and Labor Satisfaction. Case: A University Organization in the State of Morelos. *International Journal of Social Science Studies*, 9(2), 20.
- Awu, E., Darius, B., Chioma, H., & Philomina Chimele, M. (2025). The Impact of People Hiring Practices and Organizational Performance: The Human Resource Management Perspective. *In International Journal of Academic Management Science Research*.
- Bailey, A., Govia, I., McKenzie, J., Richards, S., Coleman, S., Tulloch-Reid, M. K., Ragin, C., Ashing, K., Ragin CamilleRagin, C., and Ashing KAshing, fccedu K. (2021). Employee and participant perceptions of optimal recruitment and retention strategies for biomedical cohort studies in the Caribbean. 32, 849–857.
- Becker, G. S. (1964). Human Capital Theory.
- Bharadwaj, S., Khan, N. A., and Yameen, M. (2022). Unbundling employer branding, job satisfaction, organizational identification and employee retention: a sequential mediation analysis. *Asia-Pacific Journal of Business Administration*, 14(3), 309–334.
- Bhat, A., Sanjay, S., and Mishra, K. (2019). A Study of Hr Practices and Effective Employee Retention Strategies.
- Bhatia, P., and Prashast, J. D. (2024). Organizational Commitment, Work-Life Balance and Teachers' Effectiveness in School Teachers. *Journal of Informatics Education and Research* (Vol. 4).
- Bhatnagar, V. R. (2021). Employing Local Systemic Intervention for Evolving a Transformational Organization Strategy-Action Research in an Indian Business School. *Systemic Practice and Action Research*, 34(6), 683–712.
- Bhattacharyya, D., and Head, and. (2023). Succession Planning of the Employees Serving in HEIs-A Study with Reference to the Teachers in the District of Paschim Bardhaman. *Research Explorer-A Blind Review and Refereed Quarterly International Journal*, XI (63185), 2349–1647.
- Boakye, A. O., Odoom, D., Addai, P., Osei Boakye, A., Arpoh-Baah, B., Owusu-Ansah, K., Afram, O., and Agyemang, D. (2022). Employee Retention in Institutions of Higher Learning: A Study of Some Selected University Colleges in Ghana. *Journal of Education and Practice* Wwww.liste. Org ISSN, 13(5), 2022.
- Bouteraa, A., and Bouaziz, F. (2023). Do talent management practices improve organizational resilience? An empirical study within Tunisian companies. *African Journal of Economic and Management Studies*, 14(2), 271–288. <https://doi.org/10.1108/AJEMS-07-2022-0301/FULL/XML>
- Brewster, C., Mäkelä, L., and Suutari, V. (2019). Careers of Highly Educated Self-Initiated Expatriates: Observations from Studies Among Finnish Business Professionals. 41–60.
- Candra, S. P., Tussoleha Rony, Z., Raya, J., and Corresponding Author, J. (2023). Analysis of Employee Retention Programs and Talent Engagement to Prevent Employee Turnover in Organizations (Systematic Literature Review). *Asian Journal of Community Services (AJCS)*, 2(6), 489–500.
- Chapple, M. (2022). Strategies to Implement Effective Succession Planning. 32-34.

- Chepkemoi, J. (2023). Employee retention strategies and organizational citizenship behaviour: Does career development practices matters? Evidence from environmental agencies in Kenya. *International Journal of Economics, Business and Management Studies*, 10(1), 20–36.
- Christenson, E. (2025). The impact of leadership development and training programs on employee morale and operational effectiveness. *Journal of Business, Technology and Leadership*, 7(1).
- Cooper, D., and Schindler, P. (2014). Introduction to business research.
- Da Silva, K. F., Burnham, E., Louis, J., Golick, D., & Everhart, S. (2023). Nationwide assessment of leadership development for graduate students in the agricultural plant sciences. *PLOS ONE*, 18(4), e0279216.
- Daley, A. E. (2020). Succession Planning in Organizations: Understanding Organizational Survival Patterns in Nonprofit Organizations.
- Damer, L. (2020). Successful Talent Management Strategies Business Leaders Use to Improve Succession Planning. BSe Engineering.
- Díaz-Muñoz, R. (2024). Onboarding: Key To Perception of the Company as a Great Place to Work.
- Dikko, M. (2016). Establishing Construct Validity and Reliability: Pilot Testing of a Qualitative Interview for Research in Takaful (Islamic Insurance). *The Qualitative Report*, 21(3), 521.
- Drivas, K., Economidou, C., Karamanis, D., and Sanders, M. (2020). Mobility of highly skilled individuals and local innovation activity. *Technological Forecasting and Social Change*, 158, 120144.
- Eldridge, S. M., Lancaster, G. A., Campbell, M. J., Thabane, L., Hopewell, S., Coleman, C. L., and Bond, C. M. (2016). Defining Feasibility and Pilot Studies in Preparation for Randomised Controlled Trials: *Development of a Conceptual Framework*. *PLOS ONE*, 11(3).
- Elshaer, I. A., Azazz, A. M. S., Kooli, C., Aljoghaiman, A., Elsayy, O., & Fayyad, S. (2025). Green transformational leadership's impact on employee retention: Does job satisfaction and green support bridge the gap? *Administrative Sciences*, 15(5), 177.
- Etemadian, M., Mosadeghrad, A. M., Soleimani, M. J., and Hedayati, S. P. (2020). Succession planning success factors in a hospital: A case study. *Payesh (Health Monitor)*, 19(1), 41–61.
- Evans, M., & Mwendu, J. (2020). The influence of job promotion on employee retention in hotels in Kenya. *Journal of Human Resource Management*, 1(2).
- Farhangian, S., Khodamoradpoor, M., Farhangian, S., Yektayar, M., Khodamoradpoor, M., and Nazari, R. (2022). Modelling succession planning in health-oriented sports in Iran. *International Journal of Health Sciences*, 6(S2), 7004–7017.
- Fedorova, E. S., Naumov, K. V., Kalinina, O. V., and Sedyakina, A. A. (2020). The development of integrated approaches to talent management in the organization. *IOP Conference Series: Materials Science and Engineering*, 940(1), 012103.
- Fernandez, C., Boix, H., Camba, F., Comuñas, J. J., and Castillo, F. (2020). Less Invasive Surfactant Administration in Spain: A Survey Regarding Its Practice, the Target Population, and Premedication Use. *American Journal of Perinatology*, 37(3), 277–280.
- FitzPatrick, B. (2019). Validity in qualitative health education research. *Currents in Pharmacy Teaching and Learning*, 11(2), 211–217. <https://doi.org/10.1016/J.CPTL.2018.11.014>

- Geerts, J. M., Gomes, R., & Morais, C. (2024). Maximizing the impact and ROI of leadership development. *Frontiers in Psychology, 15*, 1335643.
- Ghazali, M. T., Abdul Rahman, S. A., and Abd. Ghani, M. (2021). A Review on Competency-Based Succession Planning at Higher Education Institution in Malaysia. *International Journal of Academic Research in Business and Social Sciences, 11*(9).
- Ghosh, P., Goel, G., Dutta, T., and Singh, R. (2019). Turnover intention among liquid knowledge workers: a study of Indian insurance professionals. *Journal of Global Operations and Strategic Sourcing, 12*(2), 288–309.
- Haleem, S. S. (2019). The Impact of Job Satisfaction and Job Dissatisfaction on Herzberg Theory: A Case Study of Meezan Bank Limited and National Bank Limited. *International Journal of Business and Social Science, 10*(6).
- Harish, P. J., Hemalatha B#, S., Deepa, N., Padma, S., and C, R. (2022). A Study on Relationship between Employee Turnover Intention and Perceived Organisational Support. *Asian Journal of Agricultural Extension, Economics and Sociology, 10*, 251–255.
- Harrington, A. (2024). Designing leadership programs for adult learners: The role of feedback loops and peer learning. *Journal of Workplace Learning, 36*(4), 298–312.
- Hiver, P., Al-Hoorie, A. H., Vitta, J.-P., & Wu, J. (2024). Uncertainty management and employee retention: The role of transparent internal communication. *Journal of Communication Management, 28*(2), 145–162.
- Ismail, F., Gideon, M. K., and Rose, M. (2022). Influence of Principals' Management of Capacity Building on Students' Academic Performance in Public Secondary Schools in Mombasa County, Kenya.
- Jeske, D., & Olson, D. (2022). Onboarding new hires: recognising mutual learning opportunities. *Journal of Work-Applied Management, 14*(1), 63–76.
- Jo, H., Lee, S., Kim, Y., & Hong, J. (2025). The impact of recognition, fairness, and leadership on employee retention. *International Journal of Environmental Research and Public Health, 22*(7), 4123.
- Johnson, R. D., Stone, D. L., and Lukaszewski, K. M. (2020). The benefits of HRM and AI for talent acquisition. *Journal of Tourism Futures, 7*(1), 40–52.
- Kajwang, B. (2022). Elements of Talent Management in the Insurance Sector. *International Journal of Leadership and Governance, 2*(1), 19–28.
- Kalunge, E., Grace, N., Jeremiah, K., and Peter. (2018). Influence of Promotional Prospects on Turnover Intentions of Public Secondary School Teachers in Meru County. *14*(25), 1857–7881.
- Kamau, O., Muathe, S. M. A., and Wainaina, L. (2021). Teachers' Turnover Intentions: Role of HRM Practices in Public Secondary Schools in Kenya. *Cogent Business and Management, 8*(1).
- Kamoche, K., and Leigh, F. S. M. (2021). Talent management, identity construction and the burden of elitism: The case of management trainees in Hong Kong. *75*(5), 817–841.
- Karanja, A. W., Mugambi, H. N., & Muriu, S. M. (2021). The role of communication on employee retention and its effects on organizational performance in mergers in Kenya: A case of Quick Mart Limited. *Management and Economics Research Journal, 7*(2).

- Kariuki, J. K., Wandiga, E. N., and Odiyo, W. O. (2022). An Empirical Survey of the Relationship between Transformational Leadership and Employee Retention in the Context of Microfinance Institutions in Kenya.
- Khalid, K., and Nawab, S. (2018). Employee Participation and Employee Retention in View of Compensation. *SAGE Open*, 8(4).
- Kirby, S. (2023). Aligning leadership development with employee career pathways: Implications for retention. *Human Resource Development International*, 26(5), 467–485.
- Kosgei, A. C., and Edabu, P. (2023). Head Teachers' Participative Leadership Style and Teachers' Job Satisfaction in Public Primary Schools in Baringo Sub-County, Kenya. *European Journal of Education Studies*, 10(2), 204.
- Kothari, C. R. (2004). Research methodology: methods and techniques. New Age International (P) Ltd.
- Kuuyelleh, E. N., Alqahtani, M., Akanpaadgi, E., and Kuuyelleh, E. (2022). Exploring academic employee retention strategies: The case of Ghanaian technical universities.
- Kwame, F., Jayne, Y. T. S., Muyanga, M., and Chamberlin, J. (2019). Youth access to land, migration and employment opportunities: evidence from sub-Saharan Africa Papers of the 2019 Rural Development Report.
- Legay, S. J., & Harrington, C. (2025). Promising Features of EdD Leadership Programs: Findings from an Exploratory Narrative Literature Review. *Impacting Education: Journal on Transforming Professional Practice*, 10(2), 44-48–44–48.
- Levitt, H. M., Bamberg, M., Creswell, J. W., Frost, D. M., Josselson, R., and Suárez-Orozco, C. (2018). Journal article reporting standards for qualitative primary, qualitative meta-analytic, and mixed methods research in psychology. *American Psychologist*, 73(1), 26–46.
- Lipuku, F., Sang, H., and Rop, W. (2022). Reward and Compensation Management Initiatives on Employee Performance: An Evidence of Organization Development Initiatives. *East African Journal of Business and Economics*, 5(1), 72–79.
- Lumwagi, Nickson, Nyakwara, S., and Mwititi, E. (2019). The Influence of Employee Welfare on Employee Performance at Public Service Commission in Kenya. *Asian Journal of Business and Management*, 2321–2802.
- Ma, X., Shen, J., Reeves, P. L., Wu, H., Roberts, L. S., Zheng, Y., and Chen, Q. (2024). Effects of the “High Impact Leadership for School Renewal” Project on Principal Leadership, School Leadership, and Student Achievement. *Education Sciences*, 14(6), 600.
- Mabaso, C. M., Maja, M. T., Kavir, M., Lekwape, L., Makhasane, S. S., and Khumalo, M. T. (2021). Talent retention strategies: An exploratory study within the consulting industry in Gauteng province, South Africa. *Acta Commercii*, 21(1), 1–14.
- Magaisa, G. M., and Musundire, A. (2022). Factors Affecting Employee Retention in Zimbabwean Companies. 4(1), 1–20.
- Mampuru, M. P., Mokoena, B. A., Isabirye, A. K., and Mampuru, M. (2024). Training and development impact on job satisfaction, loyalty and retention among academics.

- Martin, C. M., and O'shea, K. (2021). Succession planning for organizational stability. *Nursing Management*, 52(4), 12–20.
- Menezes, D. B., Silva, J. M., Andrade, A., & Ferreira, A. M. (2025). The role of talent management in enhancing employee retention: The mediating effect of psychological empowerment. *Sustainability*, 17(7), 3277.
- Meyers, M. C. (2020). The neglected role of talent proactivity: Integrating proactive behavior into talent-management theorizing. *Human Resource Management Review*, 30(2), 100703.
- Mosquera, P., Soares, M. E., Mosquera, P., & Soares, M. E. (2025). Onboarding: a key to employee retention and workplace well-being. *Review of Managerial Science* 2025, 1–25.
- Mugo, I., and Wekesa, S. O. (2018). Effect of Leadership Development Activities on Employee Retention in Kenyan Multinational Enterprises: A Case Study of Unilever Kenya Ltd. *International Journal of Scientific and Research Publications*, 8(11).
- Muriithi, J. G., and Charles, M. (2023). Talent Management Systems and Employee Retention in Devolved Health Care Service Delivery in Kenya. *International Journal of Social Science and Humanities Research (IJSSHR)* ISSN 2959-7056 (o); 2959-7048 (p), 1(1), 648–664.
- Mutunga, P. M. (2020). Human resource strategies for effective succession planning in the public sector in Kenya.
- Mwema, N. W., Were, S., & Ndeto, M. (2022). Reward management as a precursor of employee retention in Christian faith-based health institutions in Kenya: Moderating role of transformational leadership. *Journal of Human Resource & Leadership*, 2(1), 25–37.
- Nanjundeswaraswamy, T. S. (2023). The mediating role of job satisfaction in the relationship between leadership styles and employee commitment. *Journal of Economic and Administrative Sciences*, 39(2), 286–304.
- Naseer, S., Raja, U., Syed, F., and Bouckenoghe, D. (2018). Combined effects of workplace bullying and perceived organizational support on employee behaviors: does resource availability help? *Anxiety, Stress, and Coping*, 31(6), 654–668.
- Nazir, O., and Islam, J. U. (2017). Enhancing organizational commitment and employee performance through employee engagement. *South Asian Journal of Business Studies*, 6(1), 98–114.
- Nguyen, C. (2020). The Impact of Training and Development, Job Satisfaction and Job Performance on Young Employee Retention. *SSRN Electronic Journal*.
- Nowak, H. E., and Scanlan, J. M. (2021). Strategy to stay ahead of the curve: A concept analysis of talent management. *Nursing Forum*, 56(3), 717–723.
- Nyaegah, J. O. (2024). Role of Public and Private Universities' Recruitment and Selection Strategies on Employees Retention in Kenya. *International Journal of Research and Innovation in Social Science*, VIII (IIIs), 104–119.
- Nyaema, W. R., and Wambua, P. (2019). Strategic Human Resource Management Practices and Employee Retention in Commercial Banks in Nairobi City County, Kenya.
- Obunga, P. A., Were, S., & Muchelule, Y. (2022). Employee job promotion practices and employee retention among non-governmental organizations in Kenya. *Journal of Human Resource & Leadership*.

- Oduor, G. (2020). Employee Retention Practices and Organization Performance in County Governments of Western Kenya.
- Ooko, G. O. (2020). Employee Retention Practices and Organization Performance in County Governments of Western Kenya.
- Premalatha, P. (2016). Return on Retention (RoR): A Grounded Theory Study of Knowledge Workers in Indian IT Services Industry. *41(4)*, 267–293.
- Roba, B. H., Wachira, A., and Mwenda, L. (2024). Talent Management Strategies and Service Delivery in County Governments in Kenya. *International Journal of Advanced Research*, *7(1)*, 71–82.
- Rono, E. J. (2017). Factors Affecting Employee Retention at The University of Eldoret, Kenya. *IOSR Journal of Business and Management*, *19(03)*, 109–115
- Rothwell, W. J. (2022). Transitioning the Business and Executing the Succession Plan. *Succession Planning for Small and Family Businesses*, 231–258.
- Salau, O., Worlu, R., Osibanjo, A., Adeniji, A., Atolagbe, T., and Salau, J. (2020). Determinants of retention strategies and sustainable performance of academic employee of government-owned universities in Nigeria. *F1000Research*, *9*.
- Segbenya, M. (2023). Promotion and Employee Retention in the Ghanaian Life Insurance Subsector: Ascertain Relationship and Effect. *International Journal of Economics and Business Administration*, *XI (Issue 4)*, 73–90.
- Setiawan, I., and Prasojo, S. (2021). Effect of Talent Management and Employee Engagement on Turnover Intention with Employee Retention Mediation. In *Management, and Accounting (Vol. 3)*.
- Shahzad, M. F., Bilal, A. R., Khan, M., & Buheji, M. (2024). Assessing the impact of strategic HR practices on talent retention through job satisfaction and employee work engagement in Pakistan's education sector. *SAGE Open*, *14(3)*.
- Sherif, N. E. S. Y., and Rafik, B. W. M. (2021). The Influence of Talent Management on Employee Retention- An Empirical Study of the Arab Republic of Egypt's Public and Private Commercial Banks. *International Journal of Innovation, Creativity and Change*. Pp.22.
- Siraj, N., Tessema, A., & Kibret, S. (2023). Performance management system and its role for enhanced employee productivity in Ethiopian SMEs. *Journal of Business and Behavioral Sciences*, *35(2)*, 76–89.
- Sitati, N., Were, S., & Waititu, G. A. (2016). Effects of job promotion on employee retention in hotels in Kenya. *Strategic Journal of Business & Change Management*, *3(4)*, 956-972.
- Subramaniam, C., Choo, L. S., and Johari, Johanim. (2019). What makes employees want to stay? A study in the Malaysian manufacturing sector. *Global Business and Organizational Excellence*, *38(5)*, 33–43.
- Tawarar, E., Sirai, S. C., and Lusala Aliata, V. (2021). Influence of Recruitment and Selection on Retention of Teachers Service Commission Secretariat Employee in Busia County, KENYA. *Journal of Human Resource and Leadership*, *6(2)*, 1–9.
- Tetteh, J., and Asumeng, M. A. (2022). Succession Planning, Employee Retention and Career Development Programmes in Selected Organisations in Ghana.
- Todorović, D., Mitić, P. M., Stojilković, N., Olanescu, M., Suci, A., & Popa, D. (2024). Organizational commitment in the private and public sectors: a regression analysis based on personality traits,

subjective wellbeing, organizational orientations, and perceived employment uncertainty in Serbia. *Frontiers in Psychology*, 15, 1442990.

Trizano-Hermosilla, I., and Alvarado, J. M. (2017). Best alternatives to Cronbach's alpha reliability in realistic conditions: Congeneric and asymmetrical measurements. *Frontiers in Psychology*, 7, 11-14.

Utami, P. F. (2020). *Job Satisfaction and Work Productivity: An Empirical Approach*.

Yusuff, M. A., & Minja, D. M. (2023). Reward management practices and retention of public health care employees in devolved government of Wajir, Kenya. *Review of Social Science & Humanities*, 4(1).

Zainal, N. S. B., Wider, W., Lajuma, S., Ahmad Khadri, M. W. A. B., Taib, N. M., and Joseph, A. (2022). Employee Retention in the Service Industry in Malaysia. *Frontiers in Sociology*, 7, 928951.