

**SUCCESSION PLANNING AND EMPLOYEE PERFORMANCE IN THE STATE
DEPARTMENT FOR PUBLIC SERVICE, NAIROBI CITY COUNTY**

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D53/OL/HEP/ 22699/2021**

**RESEARCH PROJECT SUBMITTED TO THE SCHOOL BUSINESS,
ECONOMICS AND TOURISM IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF
BUSINESS IN HUMAN RESOURCE MANAGEMENT OF
KENYATTA UNIVERSITY**

NOVEMBER, 2024

DECLARATION

"This project is my own work and has not been submitted for a degree at any other university."

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I confirm that the candidate completed the work in this project under my guidance as the supervisor chosen by the University.

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DEDICATION

I dedicate this project to my husband Christopher for his support and my son Nick Jr. Your being here made me happy during a tough time and my friends supported and encouraged me as I worked on my project.

ACKNOWLEDGEMENT

I am thankful to God for His many blessings and grace in my life. I am also appreciative of Dr. Felistus Hilda. Makhamara my supervisor for her invaluable guidance during the project development process. Additionally I want to recognize and thank my family and friends for their support and assistance throughout my academic journey. Their encouragement has been instrumental in my success and I am truly grateful for their presence in my life.

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ACRONYMS AND ABBREVIATIONS

AfDB	:	African Development Bank
SDPS	:	State Department of Public Service
EP	:	Employee Performance
SP	:	Succession Planning
HR	:	Human Resource
HRM	:	Human Resource Management
DPM	:	Directorate of Personnel Management
PS	:	Public Service
PSC	:	Public Service Commission
IEA	:	Institute of Economic Analysis
WFP	:	World Food Program
NGO	:	Non-Governmental Organizations

OPERATIONAL DEFINITION OF TERMS

Employee Performance	Employee performance refers to how well someone does their job and the outcomes they achieve within a certain time frame all in line with the goals of the organization (Bayley 2019).
Talent Management	Talent management is about finding keeping and growing talented people in a company to help achieve current and future goals.
Leadership Development	Leadership development is when a company works on improving the skills knowledge and abilities of people in leadership positions or who are being prepared for leadership roles.
Human Resource Management Policies	Human resources policies are rules for hiring how work is done pay time off training moving up in the company work conditions ending employment and other important things.
Selection Planning	A study on getting ready for new top bosses with a close look at how planning for future leaders affects the results found that companies.
Succession Planning	Succession planning is when a company chooses who will take over important roles in the future.

ABSTRACT

Employee performance is correlated with the failure of managers or administrators in the public sector to recognize and implement an effective succession strategy that could motivate its employees. The report from the Public Service Commission in Kenya highlighted issues such as a bloated workforce, a high wage bill, absence of succession planning, stagnation, and the challenge of retaining skilled employees. Within the State Department for Public Service, there has been a persistent challenge regarding employee performance, significantly impacting the efficient delivery of government functions. This study aimed to explore how Succession Planning affects how well employees perform in the State Department of Public Service in Nairobi City County, Kenya. The study looked at how talent management, leadership development, human resource policies and selection planning impact the State Department of Public Service in Nairobi City County, Kenya. This research focused on two theories: Human Capital Theory Social Exchange Theory and one model called the Relay Succession Planning model. This study used a descriptive research design. The group was focusing on 419 workers in the different departments at the State Department of Public Service. In order to get a fair sample, picked 30% of the people we are studying which comes out to 126 participants. The study used a method called stratified random sampling to gather information from the people taking part in the study. The study used both primary and secondary information. The study gathered information by asking people to rate their opinions using a scale and by giving them questionnaires with open-ended questions. A small study with thirteen participants which was 13% of the total group was done to check if the tool is reliable and accurate. The instrument's reliability was evaluated by using Cronbach Alpha with a minimum requirement of 0.7- To ensure validity, the study assessed content construct and face validity. Closed-end questions in the survey helped to gather quantitative data while open-ended questions allowed for the collection of qualitative data. This rigorous approach would help in gathering accurate and reliable information for our study. The data collected for this study was analyzed in two different ways. Qualitative data which includes information gathered through interviews or observations were analyzed using thematic analysis. On the other hand quantitative data which included numerical information like survey responses was analyzed using a software called SPSS 22- The results of the analysis was presented in tables to make it easier to understand and interpret. The research found a significant positive correlation between talent management, leadership development, human resource policies, selection planning and employee performance in Nairobi's State Department for Public Service. The study concludes that talent management strategies that focus on employee engagement can lead to higher levels of motivation and commitment. Effective leadership is essential in public service as it directly impacts service delivery, employee morale, and public trust. Human resource policies play a crucial role in shaping the work environment and influencing employee performance by enhancing the productivity, job satisfaction, and overall organizational effectiveness. A well-structured selection process helps in identifying candidates who are not only qualified but also fit the organizational culture, thereby reducing turnover and associated costs. The study recommends that the State Department can implement training programs that address both technical skills and soft skills, such as leadership and communication. The State Department should pair emerging leaders with experienced mentors within the department to provide guidance, support, and knowledge sharing. The State Department for Public Service should implement policies that promote ongoing professional development opportunities

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Employee performance constitutes a documentation of the outcomes achieved within a specific job role or task during a designated timeframe aligned with organizational goals (Bayley, 2019). It pertains to the results generated by a particular operational unit or individual task during a specified period, rather than the personal attributes of employees executing the duties. Managing employee performance is a crucial part of HR management. All managers need to be involved in evaluating how well employees are doing their jobs. Performance measurement systems include a wide range of tools used to measure how well something is done. "The importance of how well each person performs is important to both organizations and individuals." Showing excellent performance in finishing tasks makes you feel happy confident and knowledgeable (Bandura 1997). Because employee performance is very important in companies it is crucial to assess how well individuals are doing their jobs in a way that is reliable and true to their actual performance. People show big differences in how well they do their jobs. "In less difficult jobs the best worker does two to four times better than the worst workers but in more challenging jobs", top performers may outshine the lowest performers by an even greater margin (Oswald, 2021), based on skills, knowledge, experience, and non-cognitive characteristics.

The term succession denotes a methodical procedure of recognizing and nurturing candidates for leadership or managerial roles Bentham (2018). Idowu., et al., (2022) characterizes succession planning as a process where an organization ensures the recruitment and continuous development of employees to fill each crucial role within the company. Succession planning, as elucidated by Pooja (2013), encompasses senior executives evaluating their top executives and those at the subsequent tier to identify multiple alternatives for each senior position. Drotter, et al., (2021), delineate succession planning as a process aimed at pinpointing and grooming internal individuals with the potential to occupy pivotal business leadership positions within the company.

Succession planning strategies within an organization provide a structured approach for ensuring continuity in leadership and succession, thereby significantly enhancing overall employee performance. As outlined by Olayo (2019), effective succession planning within

an organization involves the identification of long-term organizational objectives followed by the recruitment of requisite personnel. It is crucial for all important staff members to understand their career paths and the roles they are being prepared for. Demonstrably, well-executed succession planning strategies have been proven to elevate both organizational productivity and financial outcomes (Fulmer, 2019). Furthermore, a successful succession planning strategy facilitates the recruitment of highly competitive senior management personnel who play a pivotal role in driving the organization towards enhanced employee productivity and performance (Komora, Guyo & Odhiambo, 2015). Through succession planning, companies can effectively mitigate skills gaps by identifying potential deficiencies and subsequently recruiting or developing employees to bridge those gaps. The American Society for Training & Development defines the skills gap as the juncture at which an organization becomes unable to expand or remain competitive due to its inability to fill critical positions with employees possessing the requisite knowledge, skills, and abilities. It is evident that organizations are bound to encounter skills gaps unless they proactively anticipate evolving conditions in their operating environment and changing expectations from stakeholders, shareholders, or customers. An ill-prepared workforce can impede organizational performance and growth (Galagan, 2017).

Internationally, literature from the Americas, Australia, Asia, Europe, and Latin America consistently reflects that a significant majority of employees, roughly two-thirds, express a preference for advancing within their current organization rather than seeking opportunities elsewhere (Rothman, 2018). The rationale behind employees' decision to stay with their current organization is often linked to a lack of developmental opportunities and a perceived absence of meaningful work. This underscores the notion that effective succession planning significantly enhances an organization's ability to retain key personnel (Bernthal, 2020). Succinctly put, succession planning refers to the deliberate cultivation of individuals who have the potential to assume managerial roles in anticipated scenarios. In essence, this definition aligns closely with practices observed in American literature. Another facet of succession planning pertains to enhancing employee performance and ensuring organizational continuity, with a focus on identifying and nurturing internal talent to obviate the need for external recruitment to fill key positions. By operating in a

purposeful manner, succession planning assumes a unique significance by concentrating on developing internal talent to cultivate leaders in response to attrition (Agbenu, 2020).

Africa, within the framework of the African Development Bank (AfDB), significantly contributes to this timely inquiry at a regional level. According to Angu (2017), the bank discloses a landscape filled with challenges. This research underscores the ongoing dedication of the bank to addressing these issues across Africa. An's thorough investigation encompasses a more extensive review of human resources (HR) practices within the AfDB, highlighting essential elements pertinent to succession planning (SP) and employee performance (EP). This exposes the hurdles encountered by the AfDB in workforce planning and talent management, as well as the lack of well-structured systems for identifying and nurturing exceptional individuals in African organizations. These findings point out deficiencies pinpointed in the bank's internal assessments, emphasizing the necessity for systematic approaches to talent recognition and development on a regional scale. Moreover, An's analysis sheds light on the challenges faced by the AfDB in aligning its HR practices with effective reward and performance mechanisms. This underscores the importance of integrating learning and development programs into performance evaluations, addressing a common flaw in the bank's human resources strategies; the goal is to enhance performance across African entities.

Okwakpam (2019) stresses in further studies that proficient SP ensures a consistent pool of motivated and skilled personnel ready to step into roles as needed. This resonates with the talent management and workforce planning obstacles encountered by the AfDB, underscoring the significance of establishing structured frameworks for identifying, nurturing, and retaining outstanding staff members. It highlights the pivotal role of SP in addressing the HR deficiencies of the bank. This aligns with the conclusions of LeCounte's (2022) research, illustrating that strategic SP enhances employee dedication and drive. A link was established between employees' perceptions of career progression and growth opportunities within the organization and a notable enhancement in their performance and commitment to their duties. Conversely, Sull & Sull (2022) suggest that educational institutions implementing resilient SP frameworks were better equipped to navigate the challenges of leadership transitions and unexpected departures of key personnel. This

continuity facilitated sustained performance levels despite periods of change. Additionally, Olajide argues that employee engagement influences staff retention; hence, organizations like AfDB, prioritizing employee engagement, do so not solely to retain personnel but also to gain a competitive advantage.

In Kenya, the State Department for Public Service in Nairobi City County serves as a focal institution with regard to Succession Planning (SP) and Employee Performance (EP). Various research studies shed light on crucial challenges encountered by these institutions at a local level. An investigation carried out by the Public Service Commission (2017) within the State Department for Public Service highlighted the vital necessity for well-structured succession planning frameworks. The results emphasized a noticeable lack of a comprehensive succession strategy, which worsened talent shortages and caused uncertainties during leadership changes. The deficiency of a strategic SP framework not only caused disruptions but also resulted in inefficiencies within the department, significantly undermining both employee morale and performance. This situation stresses the urgent need for a unified and proactive approach to succession planning in order to strengthen the department's operational efficiency and organizational resilience. Furthermore, a study by Wesonga (2021) explored the connection between effective Succession Planning (SP) and Employee Performance (EP) in the Huduma centers located in Nairobi City County department.

Their findings highlighted that a well-executed succession plan had a positive impact on employee motivation and dedication. Departments with clear SP strategies displayed higher levels of employee engagement and job satisfaction, ultimately enhancing overall performance indicators. The lack of a robust SP strategy within the State Department for Public Service also resulted in difficulties in retaining top talent. As per a report by Wanje (2022), employees in the department expressed dissatisfaction due to limited opportunities for career advancement and unclear paths for progression. This discontent adversely affected employee performance and the overall effectiveness of the department.

These studies collectively underscore the critical importance of structured SP frameworks within the State Department for Public Service in Nairobi City County. The implementation of effective SP strategies would not only address talent shortages but also

have a positive influence on employee performance, motivation, and retention. Such measures are essential for improving the operational efficiency of the department and attaining organizational goals within the Kenyan context.

1.1.1 Employee Performance

Employee performance is a reflection of the outcomes achieved within a specific job role or task during a designated timeframe aligned with organizational goals (Bayley, 2019). As delineated by Saltmarsh and Randell-Moon (2019), performance denotes the execution of assigned duties by an employee in accordance with established performance criteria. To ensure organizational objectives are met and competitiveness is sustained, it is imperative for an organization to effectively utilize its employees based on their performance. Staff members are expected to deliver exceptional customer service, achieve predetermined targets, and provide high-quality work, while management is tasked with devising strategies to enhance employee job satisfaction. Assessing employee performance often involves examining both their results and behavioral aspects (Bruce, 2019). Kenney (2018) highlighted that staff performance is gauged against the performance standards set by the organization. Various factors such as production levels, efficiency, effectiveness, quality of output, and profitability are taken into account when evaluating performance (Ahuja, 2016). Profitability, in essence, refers to the consistent ability to generate profits over a specific period.

Research indicates that employee performance is a pivotal element within an organization, fostering professional growth and leveraging employees' skills for organizational advancement (Ajala, 2020). Enhanced employee performance leads to heightened organizational productivity and superior customer service across all departments (Allen & Kiburz, 2021). Organizations aiming to boost employee performance must establish mechanisms that challenge employees based on their capabilities, determination, and resilience, with evaluation based on actual outcomes achieved. This research evaluated employee performance based on customer satisfaction, goal attainment, efficiency and effectiveness in task execution, employee innovation and creativity, and work quality. These attributes served as benchmarks for shaping employee performance levels.

1.1.2 Succession planning

Succession planning is an important process for companies to identify individuals who have the potential to take on key roles in the future (Hirsh, 2020). The necessity for a succession strategy lies in its ability to pinpoint and groom a cohort of employees capable of assuming leadership roles within the organization. This strategic approach is integral to effective human resource management practices within a firm (Sambrook, 2019). It should not only concentrate on replacing top executives but also on cultivating internal talent across all levels of the organization. Succession planning is a strategic process that organizations use to ensure a smooth transition of key positions retain valuable knowledge and skills and foster personal development. By actively preparing for future leadership needs companies can enhance their overall performance and sustainability. Nwosu (2019) describes succession planning as the process of identifying competent employees to fill the roles of departing senior managers due to retirement, reassignment, or other factors. Charan, Drotter, and Noel (2021) emphasize the importance of succession planning in guaranteeing a robust pipeline of high-performing individuals at every level of leadership, both presently and in the future.

Talent management pertains to the strategic practices involved in attracting, retaining, and nurturing skilled individuals within an organization to fulfill current and future business objectives (Hongal & Kinange, 2020). This process includes the identification of high-potential employees, the development of their skills, and the alignment of their capabilities with the organization's goals. Ahsan (2018) goes on to suggest that effective talent management extends beyond recruitment by encompassing thorough workforce planning, continuous skill development, and readiness for succession. Kamel (2019) supports this notion by proposing that organizations excelling in talent management establish a culture of ongoing learning, creating opportunities for career advancement providing a supportive work environment and recognizing the efforts of employees are crucial aspects of any successful organization. The implementation of robust talent management strategies within the State Department for Public Service would facilitate the identification and nurturing of a pool of competent individuals, ensuring a consistent supply of skilled personnel to occupy critical positions and support the organization's objectives.

Leadership development pertains to the intentional endeavors an organization undertakes to enrich the competencies, knowledge, and skills of individuals occupying leadership roles or those identified for leadership positions (Stander & Van Zyl, 2019). It encompasses schemes, projects, and encounters tailored to cultivate leaders, foster their potential, and ready them for elevated duties. An inquiry carried out in Uganda by Kobusinge (2018) illustrates that the efficiency of staff members at the Directorate of Public Prosecutions Kampala is influenced by leadership approaches. This implies that within the State Department for Public Service, promoting leadership development is essential for constructing a pool of adept leaders capable of guiding the department towards its objectives. Efficient leadership development schemes may encompass mentorship initiatives, leadership training seminars, rotational tasks, and chances for practical leadership involvement (Tucci et al., 2019; Mokshagundam et al., 2019). Through investing in leadership development, the department can nurture a group of leaders furnished with the requisite competencies to navigate obstacles, motivate teams, and steer organizational triumph.

Human resources policies are regulations governing recruitment, work procedures, remuneration, absences, instruction, advancement, work atmospheres, cessation, and other crucial functions, Onuoma (2021). HR policies also delineate how an entity will handle its personnel and assets. According to Jeet and Sayeeduzzafar (2014), a methodically structured and fitting Human Resource policy heightens job contentment and diligence among staff members within an entity. It further boosts effectiveness, encourages employees, and stimulates staff performance, thereby amplifying job satisfaction and efficiency among workers (Memrendi, 2019). Consequently, Human Resource policies ought to sustain the correct equilibrium among organizational personnel, foster morale, enhance quality, and build teams and productivity through compensating employees, advocating for them, and nurturing them for efficient organizational performance (Barbeito, 2014). Some of the policies, for instance, include Promotion policies which delineate the standards, processes, and protocols for internal progressions within an entity. Training and development policies play a pivotal role in enriching the competencies, knowledge, and aptitudes of employees. These policies concentrate on identifying skill deficiencies, formulating training schemes, and facilitating continuous learning prospects.

The process of selection planning ensures that individuals with the appropriate qualifications and skills are chosen for specific roles. In accordance with Chenge (2016), the preparation for senior management transitions is emphasized, highlighting the correlation between succession planning procedures and outcomes. It was found that companies fostering employee development for higher positions witnessed reduced turnover rates among non-managerial staff. Moreover, implementing a fair promotion policy throughout the organization can further decrease turnover. Similarly, Bernthal and Wellins (2013) emphasized the importance of equipping the core workforce with necessary skills for managerial roles. Internal promotions in senior management enhance employee commitment, motivation, and loyalty to the organization, reducing their inclination towards external job opportunities.

1.1.3 State Department for Public Service

The long-standing history of the State Department of Public Service dates back to April 2, 1963, with the issuance of Circular No. 1. The establishment of the Directorate of Personnel Management (DPM) under the Office of the Prime Minister was officially announced in this significant circular. Initially responsible for advising on establishment control, the Directorate's duties were later revised under Presidential Circular No. 2 of 1964. It was then tasked with supervising daily public service operations, coordinating Africanization efforts, and implementing comprehensive training programs across Ministries, being directly accountable to the president. Following organizational changes over time, the Directorate was renamed the Ministry of State for Public Service in line with Organization of Government Circular No. 1 of 2005. This restructuring aligned the Ministry's role with strategic direction and guidance for the public service, expanding its focus to include human resource development policies, performance contracting, and staff development. The Ministry's expanded responsibilities, outlined in Presidential Circular No. 1 of 2008, encompass strategic human resource management guidance, organizational framework advice, and leading human resource reforms is crucial for improving public service delivery in Kenya.

Executive Order No. 2/2013 brought about a significant change through the establishment of the Directorate of Public Service Management. The initiatives focused on crucial areas

such as Public Service Reform, Performance Management, Research, Development, Innovation in Service Delivery, Human Resource Management, Training, Capacity Building, Organization Design, Career Development, and Public Sector Transformation through process re-engineering and operational standards. Revised Executive Orders in 2016 and 2018 introduced more improvements, such as restructuring of departments and delegation of new duties. Performance Contracting was moved to the Office of Performance Management and Coordination, which now falls under The Presidency's jurisdiction.

The State Department of Public Service's current responsibilities are clearly outlined in Executive Order No. 1 of 2023 (revised). Public Sector Reforms and Transformation, monitoring Public Service performance and management, coordinating Huduma Centres, Government HRIS and services, internship and volunteer policy, Government payroll policy and standards, research, development, and innovation in Public Service delivery, Public Service organizational design, career planning and development are all important functions included in these.

1.2 Statement of the problem

There is an ongoing problem in the State Department for Public Service related to employee performance, especially impacting the effective carrying out of government tasks. In recent assessments and analyses, a worrying pattern has been noticed where staff in the department are having difficulty reaching their objectives and producing high-quality work (PS Report, 2020). An evaluation of performance indicators shows that employees have been regularly failing to meet their assigned goals (IEA, 2021). The department's staff demonstrate a clear inefficiency, resulting in a significant discrepancy between expected and actual performance. This lack of success in meeting goals and providing high-quality work is attributed to a variety of factors, as noted in evaluations carried out internally by the State Department (PSC, 2020). A report mentioned by the Institute of Economic Analysis (IEA, 2021) also points out that a lack of proper resources, such as limited training opportunities or ineffective skill development programs catered to the changing requirements of the public service sector, is a contributing factor. This lack of resources directly obstructs employees' capabilities to achieve performance targets and produce top-

notch results (Anjili, et al., 2021). Furthermore, excessive workload or stress in the workplace has been recognized as another significant factor that negatively impacts employee performance (Mutuku, et al., 2021). The rise in pressure and tasks for workers has caused a drop in productivity, resulting in inefficiencies in work quality and ultimately poor performance. These obstacles have hindered the department's optimal functioning, leading to worries about the overall performance of the Nairobi City County State Department for Public Service..

Multiple research have explored the connection between Succession Planning (SP) and Employee Performance (EP) in different scenarios, revealing the complex nature of this relationship. In a study conducted in 2023 by Vita & Muathe, examining SP and EP at the Kenyan Revenue Authority (KRA), it was found that meeting targets and evaluating certain aspects of employee performance were done, however, the impact of SP on these particular metrics was not apparent. Nevertheless, it is important to recognize the contextual difference between the KRA and the State Department for Public Service, highlighting the necessity for detailed analysis that is customized to the distinct organizational setups and operations. On the other hand, different research done by Akpan and Ali & Mehreen (2020) on SP and EP in Commercial Banks showed different results. The research emphasized the significant impact of strong SP tactics in improving employee performance indicators like job happiness, retention, and leadership growth in the Nigerian banking industry. This difference in results highlights how the organizational environment and unique industry factors impact the connection between social performance initiatives and employee performance consequences, revealing a conceptual discrepancy. Additionally, a different research carried out by an international research group clarified the connection between thorough SP frameworks and resilience within organizations (Ritchie, 2020). This research highlighted the crucial role of successful succession planning strategies in overseeing leadership changes and sustaining performance consistency in various organizational environments, thus emphasizing the importance of succession planning in enhancing overall staff performance and organizational stability the study identifies contextual, empirical, conceptual gaps.

This study aims investigate the effect of Succession Planning (SP) on Employee Performance (EP) within the specific context of the State Department for Public Service in Nairobi City County, Kenya. This study therefore, sought to Investigate the effect of Succession Planning on Employee Performance in State Department of Public Service Kenya

1.3 Objectives of the study

This study used both specific objectives and research questions

1.3.1 General Objective of the study

This study investigated the effect of Succession Planning on Employee Performance in the State Department for Public Service in Nairobi City County, Kenya.

1.3.2 Specific Objectives of the study

- i. To assess the effect of talent management on employee performance in State Department for Public Service in Nairobi City County Kenya.
- ii. To examine the effect of leadership development on employee performance in within the State Department for Public Service Nairobi City County, Kenya
- iii. To determine the effect of HRM policies on employee performance in the State Department for Public Service Nairobi City County, Kenya
- iv. To establish the effect of selection planning on employee performance in the State Department for Public Service

1.4 Research Questions

- (i) What is the effect of talent management on employee performance in State Department for Public Service in Nairobi City County, Kenya?
- (ii) Does leadership development affect employee performance in the State Department for Public Service, Nairobi City County, Kenya?

- (iii) What is the effect of HRM policies on employee performance in the State Department for Public Service, Nairobi City County, Kenya?
- (iv) Does Selection planning affect employee performance in the State Department for Public Service in Kenya., Nairobi City County, Kenya?

1.5 Significance of the study

This study's importance reaches various stakeholders in the State Department of Public Service, as well as other HR departments in Public Service Organizations, the wider public service sector, academics, and researchers. The State Department of Public Service would gain valuable insights into the effectiveness of Succession Planning strategies in improving Employee Performance within their unique organizational setting through the results of this study. Comprehending the impact of Succession Planning on different performance indicators would help the department improve its HR strategies, enhance talent management, and make well-informed choices to cultivate a more efficient workforce.

Furthermore, other Public Service Organizations' HR departments can gain substantial advantages from the results of the research. The study would offer a structure for implementing or improving Succession Planning programs specific to their organizational structures, leading to enhanced workforce efficiency, employee engagement, and leadership development strategies. On a larger scope, the entire Public Service can benefit from the results of the study as it provides factual proof about how Succession Planning affects Employee Performance. These understandings can shape policy creation, direct long-term planning, and impact HR strategies in the public service industry, ultimately resulting in enhanced service provision and organizational efficiency. Academic experts and scholars would appreciate the research results as they add to the current knowledge base in HR management. The findings of the study can be used as a starting point for additional academic research, promoting conversations, and inspiring the creation of new methods for Succession Planning and its influence on Employee Performance in government agencies.

1.6 Scope of the study

This research concentrated on examining how Succession Planning impacts Employee Performance in the State Department for Public Service in Nairobi City County, Kenya. In the study succession planning focused on talent management leadership development HRM policies and selection planning as the main factors. The research looked at how these factors affect employee performance in the state department for public service in Nairobi City County Kenya. Succession planning was the main focus of the study looking at how it impacts employee performance in the department. The research used a descriptive research plan. The study used written surveys to gather information from 419 workers with a smaller group of 126. This study focused on the period of two years from June 2020 to June 2022.

1.7 Limitations of the study

The researcher expected that some respondents might resist giving information. Nevertheless, the researcher guaranteed them complete confidentiality and ensure that their identities were not included on the questionnaires. Another possible constraint was that the participants may be too busy to spare time for completing the questionnaire. Nevertheless, the researcher plans to utilized a method of dropping off the questionnaires and allowing the respondents ample time to answer.

1.8 Organization of the study

This is divided into five sections. In the first chapter the author talks about the background information the problem statement objectives importance, scope and limitations. Chapter two explores the research done by others the ideas that guide this study the research that has been done before and the overall plan for this study. In chapter three looked at how this study was carried out. This involved planning the research deciding who to study choosing who will be in the study and how they were be chosen. Furthermore the chapter explored the significance of doing a pilot study to make sure the research is reliable and accurate. Also, it explained how data was analysed and presented and finally ethical considerations during the study. The chapter four presents research finding and discussions.

Chapter five addresses the summary to the study, conclusions, recommendations and suggestions for further studies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter covers the following sections;. In the theoretical overview, explore the main ideas and concepts related to the topic. The empirical review focused on the existing research studies and findings. The summary of the literature provided a concise overview of the key points discussed in the reviewed studies. Finally, the conceptual framework outlined the theoretical framework that guided our research.

2.2 Theoretical Review

The study used the following theories and one model; Human Capital theory, Social Exchange theory and Relay Succession Planning Model

2.2.1 Human capital theory

Human capital theory was first introduced by Schultz in 1961 and then further expanded by Becker in 1964 in his book called "Human Capital: A theoretical and Empirical Analysis with a focus on education". Human capital theory was created because people realized that just having more buildings and machines wasn't enough to make a business successful. Economist Theodore Schultz introduced the concept of return-on investment which focused on analyzing the benefits and costs of training and educating employees Schultz's research on return-on-investment has been influential in the field of human resource development. Becker's ideas of general human capital and company-specific human capital have become widely accepted and utilized by professionals in this field. These concepts help organizations understand the value of investing in their employees and developing their skills. By focusing on both general and company-specific human capital companies can improve their overall performance and achieve greater success in the long run (Josan 2018).

Human capital theory states that when employees receive education or training it helps them become more productive by giving them valuable knowledge and skills. This theory suggests that spending money on training and education can be expensive but it is like making an investment because it is done to help people earn more money. Researchers Campbell Coff and Kryscynski (2022) often use the human capital approach to help

understand why people in different jobs earn different wages. Becker believes that human capital is like the tools and equipment used for production. Sure I can help with that. Please provide me with the content you would like me to paraphrase. Factories and machines can be seen as investments just like investing in human capital through things like education training and medical care. The amount of goods a company produces is influenced by how effective their investment in human capital is. Therefore human capital is like a tool for making things where putting more effort into it results in getting more work done (Armstrong & Taylor 2014). So when a company invests in training and developing its employees it can keep skilled workers who will feel inspired to stay with the company. This will help the company perform better overall (Rothwell, 2010).

However some people question this theory because it assumes that getting an education will definitely make employees stay at their job. The experts did not think about how learning can be applied in different situations. Does the length of education and training mean that the employee will stay with the company? "Of course this idea is perfect but it raises some doubts." "This is because a very talented employee might also search for a job that pays better (Tan 2014)." "This theory will be important for our study because when deciding whether to hire from inside or outside we consider the skills and knowledge of current employees in the organization." This theory backed up talent management leadership development and employee performance factors in the research.

2.2.2 Social Exchange Theory

Homans (1958) came up with the social exchange theory. Homans (1958) stated that when people in an organization interact regularly they help each other out when there are problems making their relationships stronger. The theory also stated that staying involved constantly helps build trust which leads to higher productivity trust loyalty and commitment towards each other. Homans (1958) suggested that younger workers would feel content and pleased when spending time with older more experienced coworkers they have known for a while rather than with new managers who are unfamiliar to them. This theory is important for this study because it shows that when people in a company regularly communicate with each other it helps to increase their commitment and involvement. Furthermore by communicating with others the company can determine the most suitable

candidate for important roles within the organization ensuring a seamless transition of authority. So the theory will look closely at how important it is for people to interact with each other. This was very relevant to the study which looked at how well employees performed and how succession planning was done in the Public Service Department of Nairobi City county in Kenya.

2.2.3 Relay Succession Planning Model

Santorin and Kelly created a relay Succession planning model in 2004. According to Santorin (2004) the leaders of the company need to gradually hand off their jobs to someone new over time. Santorin said that a company that uses relay succession plans performs better because the successors were tested with business tasks before taking over. The current business leader's ability to pass on their responsibilities promptly gives the new leader the opportunity to take control and learn at the same time. The model will help us understand how power is passed from one person to another. "It will be very helpful because it will greatly reduce the chance of choosing the wrong candidate while also making the most of the successor's industry knowledge." The model will be important for this study. The conclusions from the model supported succession plan and employee performance at the state department of public service in Nairobi City County Kenya and leadership training variables in the study.

2.3 Empirical Literature Review

The literature review in this study examines the work of other authors and identifies areas where their research differs from the current study. By analyzing the existing literature the researchers can see what has already been studied and what areas have not yet been explored. This helps to determine the unique contribution that the current study will make to the field. By identifying these gaps the researchers can better understand the context in which their study will be situated and how it will add to the existing body of knowledge. This process is crucial for ensuring that the study is both relevant and valuable in advancing the field.

2.3.1. Talent management and Employee performance

Mkaburu (2020) studied how talent management affects the performance of the World Food Programme (WFP) in Kenya. This study aimed to find out how hiring talented people affects the performance of the World Food Programme. It also looked at how training and developing talented employees can impact the performance of the World Food Programme in Kenya. This study used a descriptive survey research design. The research involved 216 workers at WFP in Nairobi who are in charge of supervising others. We gathered information directly from the employees by giving them a survey with both multiple choice and open-ended questions. We used SPSS version 22 to study data. It helped us look at basic data like frequencies percentages and averages as well as more advanced data like relationships between variables and predictions. Information was shown using tables and pictures. The study discovered that there is a strong connection between hiring and placing employees and providing training and support for talent and how well the World Food Programme performs. The research found that there is a strong connection between how employees are hired and assigned to tasks trained and helped to grow their skills and how well they perform at work. The research suggests that the World Food Programme should improve how they hire and train employees from within the organization. They should also create training materials for current employees and regularly assess the skills and abilities of their staff to make sure they have the right people in the right positions. Conceptually the study is different as it was done on WFP an NGO while the current study was on state department of public service, methodologically the population is less than the current study.

Muyela and Kamaara (2021) studied how talent management impacts how well government workers in Kenya do their jobs. The study had four main goals: to see how talent development affects employee performance to look at how talent retention practices impact employee performance to understand how talent attraction influences employee performance and to explore how career development affects employee performance. The research was based on Resource Based View Theory Human Capital Theory Equity Theory and Expectancy Theory. Researchers used a detailed survey method and carefully selected respondents from various departments in the ministry using a technique called stratified simple random sampling. The research focused on 1069 workers in the ministry's industry

trade and cooperatives department. We chose 291 people from various departments using the Israel sampling formula. Surveys were used to gather information while reports from different departments within the ministry were used as the main sources of additional data. The study showed that helping employees grow their skills keeping them at the company bringing in new talent and helping them advance in their careers all have a good impact on how well they do their jobs at the Ministry of Industries Trade and Cooperatives in Kenya. The research is different because it was conducted in a government office in Kenya while the new study focused on the public service department of the state. This study had a different target and sample size compared to the current study.

Obedgiu lagat and Sang (2022) wanted to see how transformational leadership affects the connection between talent management and how well employees do their job in public universities in Uganda. The research uses a method that looks at data from different groups at one point in time and focuses on numbers and measurements. Researchers used a random method to choose 536 university staff members. We gathered information by having people fill out a survey on their own. Researchers used multiple regression analysis to study both the direct and indirect effects. The results indicate that talent management greatly improves how well employees perform. Moreover, research shows that transformational leadership greatly improves how well employees perform their jobs. Additionally, it was found that transformational leadership plays a big role in how talent management affects how well employees perform. This study included a moderating variable called transformational leadership but the new study did not have this variable. The previous research focused on public universities while the new study focused on the state department of public service.

2.3.2 Leadership development and employee performance

Henarathgoda and Henarathgoda (2020) studied how leadership training affects how well employees do their jobs in big tire factories in Sri Lanka. This research focused on five aspects of leadership growth: empowerment training coaching participation and delegation. Researchers collected information by asking questions to 225 people who work at big tire factories in Sri Lanka. In this survey researchers used correlation and regression methods to examine the data. The results showed that when these five factors work together they affect how well employees perform. The five factors that make up leadership

development work together to improve how well employees perform at their jobs. All the ideas in this study were proven to be true and had a good impact on how well the employees did their job. "It has been found that taking part in leadership training has the greatest effect on how well employees perform while empowerment has the smallest effect on employee performance." A gap in context was identified during the study conducted in Sri Lanka. The research took place in Kenya not Lanka. There was a difference in the way the study was done before which focused on big tire companies and how it was done now which looked at the state department of public service.

Omoankhanlen Akhigbe and Kalu (2022) studied how leadership training techniques affect how well employees do their jobs. This research used coaching training and delegation as methods for developing leadership skills. The study also relied on the contingency theory as the basis for its research. The results showed that when these factors work together they affect how well employees do their job. "The strategies for developing leadership have a positive impact and improve how well employees do their jobs." The study found that leadership training programs can greatly improve how well employees do their work. It suggests that bosses should make sure to have coaching and mentoring programs in place to help employees get better at their tasks. Also regular training sessions should be held to help employees improve their performance. This study points out a problem in understanding employee performance because the measurements used for tasks may not be consistent. The research was carried out in Nigeria before but now in Kenya. Furtasan Ali Yusuf Uli and Wildan Nuryanto (2022) looked into how being creative helped glass manufacturing companies in Indonesia to work better. The research method focused on leadership skills and employee training using a behavioral approach. "The workers in the manufacturing departments of PT." Fortuna Inti Talenta (140 people) and PT. "140 people from Maruni Daya Sakti were included in the study as research participants." Study results show that leadership positively impacts innovation capacity and employee performance. Job training has a big impact on how well employees can come up with new ideas and do their job better.. In conclusion the ability to come up with new ideas has a strong and positive impact on how well employees perform their jobs. The research had limitations because there were fewer participants in the study than needed (560 respondents). Therefore the next researcher can study by looking at the overall number of

samples from participants. The research had a gap in the way it was done because it focused on behavior while the new study will focus on describing things. Secondly, there was a missing connection in the context because the research was done in Indonesia but now it was conducted in Kenya.

2.3.3. Human Resource Management Policies and Employee Performance

Iradukunda (2021) studied how human resources policies affect how well employees do their job in Rwanda. This research focused on CIMERWA and had four main goals. The first goal was to see how rewards given to employees affect how well they work at CIMERWA. The second goal was to look at how promotions given to employees affect their performance at CIMERWA. The third goal was to see how training and development opportunities given to employees influence their performance at CIMERWA. The fourth goal was to study how the recruitment process at CIMERWA affects employee performance. The research used a combination of methods including collecting both numbers-based data and descriptive data to explore the research questions. This was done through conducting interviews surveys and reviewing documents. Researchers used both secondary and primary data in their study. The study focused on 140 workers at CIMERWA and 104 people were chosen using solvin's sample formula. The researchers collected data by asking people for permission to take part in the survey. Data analysis involved using descriptive and inferential statistics. The researchers looked at the information from this study using correlation and regression analysis. They found a strong positive connection between HR policies and employee performance at CIMERWA with a correlation of $r= 0.798$. The number 798 is an important value in statistics with a p-value of 0. The previous study was conducted in Rwanda but the upcoming one will take place in Kenya. The research used a combination of methods which highlighted a gap in the methodology.

Kamila's study in 2023 looked at how employee-focused HR policies and servant leadership affect job performance in big businesses in Poland. Researchers conducted a study with 263 companies in Poland. To check the hypotheses we came up with we used statistical analysis with a moderator in SPSS Macro Process model 1. The research showed that having a people-focused HR policy can help improve the connection between servant

leadership and job performance. Combining human resource policies with leadership is crucial for understanding how they impact employee performance. The new study suggests that companies should teach their managers how to be better leaders in order to help their employees do better at their jobs. There are three gaps in the study. The study has three gaps: a contextual gap because it was done in Poland a methodological gap because it was an empirical study in 263 organizations and a third gap because it used hypotheses. "This study will take place in Kenya and will involve conducting surveys. The research focused on specific questions to gather information.

Alkalha Zu'bi Al-Dmour and Masa'deh (2022) wanted to see how human resource rules (like planning hiring training job setup keeping workers motivated evaluating performance and letting employees join in decisions) affect how well banks do in Jordan. They wanted to check if there's a good and important link between human resource rules and how well the organization does and to see how much these rules are used in banks in Jordan. The research included 25 different banks in Jordan. These banks ranged from local foreign to Islamic banks. Two banks decided not to take part in the study due to concerns about keeping their information private. This was done by creating a survey that was given to managers and other employees in leadership positions. Three hundred and fifty surveys were handed out. Two hundred and fifty surveys were given back but 46 surveys were not used because the people who filled them out didn't finish them. The findings clearly support the model showing that human resource policies have a positive impact on how well an organization performs. This relationship is statistically significant with an R square value of 70. 2 percent." The research findings show that the key impact of human resource policies on how well a company performs is when employees are involved in making decisions. There was a difference because the research was conducted in Jordan's commercial banks but the upcoming study was in Kenya.

2.3.4. Selection Planning and Employee Performance

In 2019 Otieno found that the way organizations plan for the future can affect how well they perform. He studied how this applies to certain healthcare nonprofit groups in Winam Division of Kisumu County Kenya. The study aimed to find out how human resource planning practices affect how well an organization does to see how career development

practices affect how well an organization does and to look at how employee performance reviews affect how well selected health service NGOs in Winam division of Kisumu County do. The research used a descriptive survey method. The study focused on the general and management staff from nine NGOs which had a total of 480 employees. 214 employees were selected from the total group for the study. The research selected nine NGOs on purpose and based on specific criteria. Then a random selection method was used to determine the sample size. Participants provided information by filling out a questionnaire that was prepared in advance and tested. The questionnaire was given to both general staff and management personnel. The quantitative data collected was carefully examined using descriptive statistics such as frequencies percentages mean and range. This analysis was done with the help of the Statistical Package for Social Science (SPSS) computer software version 19- The results were then displayed in both textual form and tables for easier understanding. In addition the open-ended questions were assessed qualitatively by analyzing the content and context to draw meaningful conclusions. The research discovered a clear and powerful connection between the implementation of human resource succession planning strategies and the success of health service non-governmental organizations in Winam Division. The statistical data showed a strong positive correlation coefficient of 0. 794 indicating a direct relationship between the two variables. Furthermore the chi-square test results ($\chi^2 = 173. 290$ $p = 0. 000$) confirmed the significance of this relationship. This suggests that effective succession planning can greatly impact the overall performance and efficiency of health service NGOs in the region. This study holds importance for organizations as it helps them analyze their current HR management policies and practices. By identifying any gaps that exist organizations can work towards developing effective solutions to address them. The study was conducted in Kisumu and focused specifically on NGOs. While the current study was done in Nairobi in State department of public service.

Egwakhe, Akinlab, Magaji, and Ojuolape (2022) conducted research to explore how selection planning strategies impact employee performance in chosen money banks in Lagos State, Nigeria, while considering the moderating influence of educational qualifications. The research design utilized in the study was a survey methodology. The study focused on a population of twenty thousand and five (25005) employees from five

chosen financial institutions in Lagos State, Nigeria. A total of 760 individuals were selected to represent the entire population in the research. Both stratified and simple random sampling methods were employed to calculate the sample size. The researchers employed the Hierarchical Multiple Regression method to examine the hypothesis of the study. Results showed that choosing planning techniques greatly impact the performance of employees in certain deposit money banks in Lagos State, Nigeria. It was also discovered that the educational background exerted a significant influence on the connection between selection planning techniques and the performance of employees in deposit money banks located in Lagos State, Nigeria. The research suggests that ongoing education and training are essential to make sure that the right and well-qualified individuals are in place for selection planning. The research identifies conceptual shortcomings due to the inclusion of educational qualifications as a moderating variable. A difference in context is that the study was conducted in Nigeria, whereas the upcoming study took place in Kenya without a moderating variable.

Choros and Chirchir (2022) aimed to determine how selection planning influences employee performance in Baringo County. Based on Scharmer's U-Theory, the research utilized a descriptive research design with a questionnaire to study 14 executive employees and 57 middle-level managers. Data was analyzed using both descriptive and inferential statistics; descriptive statistics focused on mean and standard deviation, while ANOVA examined relationships between variables. The research results showed that the County Governments offered training via seminars and workshops. Benchmarking is frequently utilized to enhance the abilities of staff members. It was also discovered that mentorship programs were available for employees transitioning into new positions. Training employees for higher positions improved their performance. The performance of staff was also impacted by the selection planning involving both internal and external selection processes. Likewise, staff performance was greatly impacted by human resource planning. The County had measures in place to decrease employee layoffs. The research identifies a situational disparity since it was conducted in Baringo county and the upcoming study will be in Nairobi. The study did not utilize Scharmer's U-Theory, opting for a theoretical approach instead.

2.4 Summary of Literature Reviewed and Research Gaps

Table 1: Summary of Literature Reviewed and Research Gaps

Researcher	Objective of the study	Findings	Research Gaps	Focus of the current study
Mkaburu, (2020),	The study examined how talent management impacts the performance of the World Food Programme (WFP) in Kenya	The study found that there is a strong and positive connection between how people are recruited and deployed as well as how they are trained and developed and the overall performance of the World Food Programme.	The study conducted on WFP an NGO differs conceptually from the upcoming study on the state department of public service.	The study examined how Talent Management practices impact the performance of employees within the State department of public service.
Muyela and Kamaara, (2021),	The study aimed to investigate how talent management impacts the performance of employees in the Civil Service in Kenya.	The study showed that focusing on talent development retention attraction and career growth has a strong and positive impact on employee performance within the Ministry of Industries Trade and Cooperatives in Kenya.	The study in Kenya focused on civil service while our study will focus on the state department of public service.	The study examined how Talent Management practices impact the performance of employees within the State department of public service
Obedgiu, lagat and Sang, (2022)	The study aimed to investigate how transformational leadership influences the connection between talent management and employee performance in Ugandan public universities.	The research findings demonstrate that when companies focus on talent management it has a noteworthy impact on how well employees perform their jobs	In the previous study the researchers included a moderating variable of transformational leadership to examine its impact on the results. However in the upcoming study this moderating variable will not be included	The study examined how Talent Management practices impact the performance of employees within the State department of public service
Henarathgoda and Henarathgoda, (2020),	The study focused on investigating how leadership development programs affect the performance of employees in	The research showed that when these five factors are considered together they have a significant influence on how well	In this study there is a difference in the context between where the original research was conducted in Sri Lanka and where the current study will take place i	The study examined how Talent Management practices impact the performance of employees within the State depart

	big tire manufacturing companies in Sri Lanka.	l employees perform	n Kenya. Additionally there is a conceptual gap as the previous study focused on large scale tire manufacturing organizations whereas the upcoming study will be carried out in the state department of public service.	ment of public service
Omoankhanlen, Akhigbe, and Kalu, (2022)	Leadership development strategies have been studied to see how they affect the way employees perform their tasks.	The study showed that certain factors can affect how well employees perform their tasks. When leadership development strategies are used they work together to improve overall employee performance	This study highlights a difference in the parameters used to measure employee performance when the word 'task' is included. The study was conducted in Nigeria but the current research will take place in Kenya. This conceptual gap suggests that there may be variations in how employee performance is assessed in different countries	The study examined how Talent Management practices impact the performance of employees within the State department of public service.
Furtasan Ali Yusuf Uli and Wildan Nuryanto (2022)	The study examined how important creativity and originality were for glass manufacturing companies in Indonesia.	Study results show that leadership has a strong and positive impact on both innovation and employee performance. Sure! Here is the paraphrased content: "002 and 000." Job training has a big impact on how well employees can come up with new ideas and do their job better.	The research has a gap in the way it was conducted. The previous study used a behavioral approach but the new study will use a descriptive approach instead. Secondly there is a difference in the setting of the study. The previous study was done in Indonesia but the new one will be conducted in Kenya.	The study examined how Talent Management practices impact the performance of employees within the State department of public service
Kamila, (2023),	Studied how a company's focus on employees and using servant leadership affects	Research has shown that focusing on employees in human resource policies can help	The study has three main gaps. The first one is a contextual gap because it was done in Poland. The second is a	The study examined how Talent Management practices impact the performance of e

	how well employees do their jobs in large businesses in Poland.	improve the relationship between servant leadership and job performance.	methodological gap because it was a real study in 263 organizations. The third gap is that it used hypotheses. "This study will take place in Kenya and will involve using surveys to collect data. The research will focus on answering specific questions."	employees within the State department of public service
Alkalha, Zu'bi, Al-Dmour and Masa'deh (2022)	The study aimed to see how human resource policies impact how well banks in Jordan perform.	The findings strongly support the model showing that human resource policies have a positive impact on organizational performance. The statistical analysis also confirms that there is a significant relationship between the two with an R-squared value of 70.2%	There is a difference because the previous study was conducted in Jordan's commercial banks while the new study will be done in Kenya.	The study examined how Talent Management practices impact the performance of employees within the State department of public service
Otieno, (2019),	Studied how planning practices affect the performance of health service NGOs in Winam Division Kisumu County Kenya.	The research discovered a strong and noteworthy positive correlation ($r=0.794$) between the human resource selection planning practices and the performance of health service NGOs in Winam Division $\chi^2 (4,204) = 173.290, p = 0.000$. This research would be important.	The research was conducted in Kisumu and focused on non-governmental organizations (NGOs). The upcoming research will take place in Nairobi at the State Department of Public Service.	The study examined how Talent Management practices impact the performance of employees within the State department of public service
Egwakhe, Akinlab, Magaji and	The study focused on how succession planning strategie	The research showed that having a plan for who will	The research has some gaps because it included a factor of	The study examined how Talent Management pra

Ojuolape, (2022),	s impact the performance of employees in money banks in Lagos State Nigeria. It also looked at how educational qualifications could influence this relationship.	take over in the future has a big impact on how well employees do their jobs at certain banks in Lagos Nigeria. The research showed that the level of education someone has can make a big difference in how well succession planning strategies work for employees at banks in Lagos State Nigeria.	educational qualifications that could influence the results. There is a difference in context because the previous study was conducted in Nigeria while the new study will take place in Kenya and will not include a moderating variable.	ctices impact the performance of employees within the State department of public service
Choros and Chirchir, (2022)	The study aimed to see how making plans for choosing employees affects how well they do their jobs in Baringo County.	The research discovered that County Governments offered training through seminars and workshops. Benchmarking was frequently performed to help employees enhance their skills. It was also discovered that mentorship programs were available for staff members who were taking on new responsibilities.	The research found a gap in information because it was carried out in Baringo county but the new study will be conducted in Nairobi. Theoretical concepts will be used in this study instead of Scharmer's U-Theory.	The study examined how Talent Management practices impact the performance of employees within the State department of public service

Source: Researcher, (2024)

2.5 Conceptual Framework

A conceptual framework is a visual way to show how different factors in a study are connected. It helps organize and understand the relationships between these variables (Makhamara and Waiganjo 2016). This study's framework focuses on how succession planning affects employee performance. The independent variables in this study are talent management, leadership development, human resource management policies and selection planning.

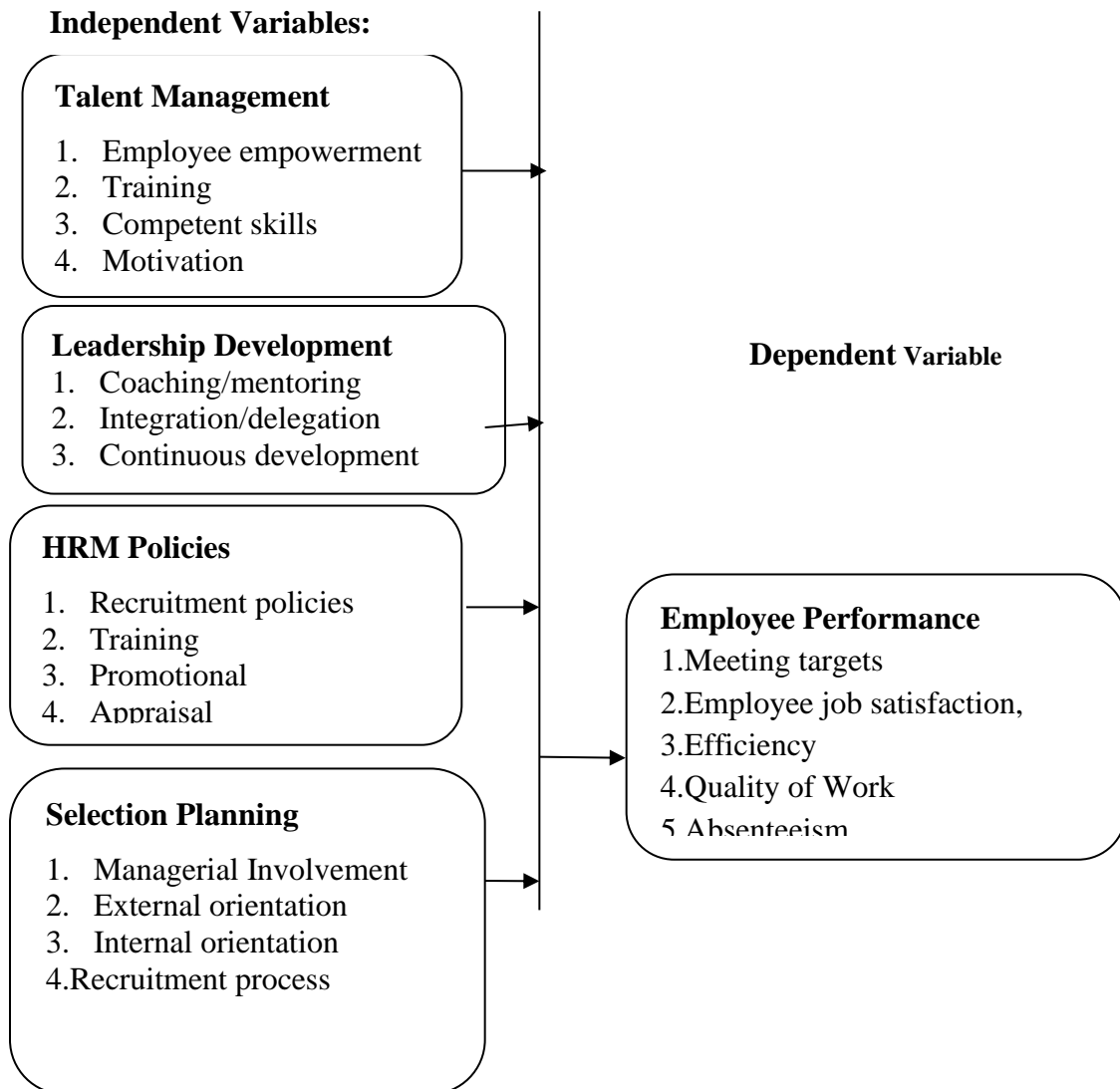


Figure 2.1: Conceptual Framework

Source: Researcher, (2024)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter covers important aspects such as the group of people being studied the method used to gather information how reliable and accurate the data collection tool is how the data is organized and shown and the ethical factors that need to be considered throughout the process.

3.2 Research Design

According to Cooper, Schindler and Sun (2006) a research design is like a roadmap that guides the researcher on how to collect and analyze data in order to achieve the study's objectives and answer the research questions. This study used descriptive research design as its research method. Creswell (2013) says that when data is collected to describe people organizations environments or events researchers use a descriptive research approach. By using this study method, the author can understand how succession planning affects employee performance in the public service department in Nairobi City County, Kenya without disrupting natural processes.

3.3 Target Population

A study's target population refers to the group of variables people or objects that are studied to make conclusions based on the data collected as mentioned by Creswell in 2014. A total of 419 Staff from various important departments as listed in table 3.1 were used.

Table 3.1: Target Population

Departments	Population Size
Finance Department	46
H. R. Management Directorate	52
ICT Department	62
Procurement Department	57
Consultancy Directorate	41
Career Planning& Internships	31
Research Dev. &Public Service	39
Shared Services department	52
Huduma Centres Department	39
TOTAL	419

Source: Human Resource Records of PSC (2024)

3.4 Sampling Technique and Sample Size

3.4.1 Sampling Technique

The research used a method called stratified simple random sampling. Each group was given a fair share based on its size. A stratum is like a group that people are put into based on things like where they stand in society how much education they have how much money they make or other things they have in common. The people being studied in this research are the workers in the different departments and offices because they all work in the same place and have similar working conditions. The study used a simple random sampling method to select participants from each group. "This helped make sure that all different groups in the target population are included."

3.4.2 Sample Size

The researcher needs to have a big enough group of people to learn about the whole population but it should also be small enough to study closely. A sample is a small group chosen from a bigger group (Latham 2012). Kotler (2009) suggests that selecting samples of 10% - 30% of the population carefully can lead to reliable results. This study used 30%

of the target population which consisted of 419 participants from important departments. This study included 126 participants in its sample size. "This is evenly spread out as shown in Table 2 below".

Table 2.2: Sample Size

Departments	Population Size	Percentage 30%	Sample Size
Finance Department	46	30%	13,8
H. R. Management Directorate	52	30%	15.6
ICT Department	62	30%	18.6
Procurement Department	57	30%	17.1
Consultancy Directorate	41	30%	12.3
Career Planning& Internships	31	30%	9.3
Research Dev. &Public Service	39	30%	11.7
Shared Services department	52	30%	15.6
Huduma Centres Department	39	30%	11.7
TOTAL	419	30%	125.7

Source: Human Resource Records of PSC (2024)

3.5 Data Collection Instrument

Primary and secondary data was utilized in this research study. Additional data was gathered from records of the State Department of Public Service in Nairobi County. A semi structured questionnaire was utilized to collect primary data. Section A display the demographic data. Questions related to the independent variables were found in Sections B to E, while Section F addressed the dependent variable. The criteria in categories B to F was evaluated using a five-point Likert scale, with options ranging from strongly agree to strongly disagree, and the data was used to calculate variables.

3.6. Pilot study

The researcher conducted a trial run with 13 participants chosen randomly from different departments and directorates who were not included in the final sample. The pilot research

included 13 surveys, representing 10% of the total sample. This task was important because it eliminated uncertainties and redundancies to enhance question clarity and guarantee thoroughness. By doing so, the effectiveness of the tool was improved. In terms of questionnaires, participants were requested to fill them out, provided feedback on the clarity of instructions and questions, and recommend any changes to enhance the tool. A small-scale study was carried out at the state department of public service in Nairobi City County. This specific example was excluded from the main study's sample. It verified the validity of the instrument's content. Additionally, the preliminary study assisted in gauging the amount of time it took for participants to finish answering the questionnaires.

3.7. Validity and Reliability of Research Instrument

This study used both validity and reliability to test the tools

3.7.1 Validity of Research Instrument

Porter (2010) explains that validity is about how dependable and accurate the conclusions are from the research results. Validity involves making sure that the question is clear and specific. The researcher used both the content and face validity to check how reliable the instrument is. The researcher talked to supervisors and experts in the field to make sure the content is accurate. Bless and others. (2016) states that face validity was about how participants see the tools being used.

3.7.2 Reliability of Research Instrument

This pertains to a device that produces consistent outcomes with every use (Srinivasan, Lohith, Srinivasan & Lohith, 2017). In research, the reliability of an instrument can be assessed using test re-test, inter-rater, and internal consistency techniques. The internal consistency method was utilized to verify the adequacy of the questionnaire. The pilot group participants completed a survey, which was analyzed and compared to the Cronbach Alpha index to assess similarity. The criterion for the Cronbach Alpha index is 0.7 (Vaske, Beaman & Sponarski, 2017), where values equal to or greater than 0.7 signify the tool is suitable for use, while values lower than 0.7 suggest necessary revisions and modifications for the research instrument. This study used a threshold of 0.7 and higher for standardization, showing a dependable questionnaire for research.

Table 3.3: Reliability Test Results

Variable	Chronbach Alpha Value	Coefficients
Talent management	0.775	Reliable
Leadership development	0.785	Reliable
Human resource policies	0.740	Reliable
Selection planning	0.789	Reliable
Employee performance	0.774	Reliable
Aggregate score	0.773	Reliable

Source: Pilot Study (2024)

The results as presented in Table 4 indicate that all the variables achieved a Chronbach alpha value of more than 0.7 with an aggregate score of 0.773. Therefore, the study concluded that the items of the questionnaire were reliable.

3.8 Data collection Procedure

The researcher initially obtained approval from Kenyatta University and receive an approval letter before proceeding to apply for a research permit from NACOSTI. Permission was requested from the State Department of Public Service Administration to gather information from employees. After obtaining the necessary approvals, data collection began by scheduling appointments with the participants. Afterwards, the researcher distributed the questionnaires to every participant, who completed it by reading and filling it out, prior to gathering them. The data was collected at offices of the state department of public service in Nairobi City County within a two-week period.

3.9 Data analysis and Presentation

Initially, the process involved cleaning, verifying, encoding, and inputting data into SPSS 25 and Ms. Excel for analysis. The analysis involved conducting descriptive analysis to collect data frequencies, percentages, averages, and standard deviations. The study objectives was examined through Pearson correlation analysis in the inferential statistics to demonstrate their relationship. Multiple regression analysis showed the correlation between the study goals and its magnitude. The described multiple linear regression model is shown below: -

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where;

Y=Employee Performance

β_0 = the Y intercept

β_1 – β_4 = Regression coefficients or slope of the regression line

X1 = Talent Management

X2 = Leadership Development

X3 = HRM Policies

X4=Selection Planning

ε = Error term

3.10 Ethical Consideration of the study

Authorization letters for research acquired from Kenyatta University and the State Department of Public Service, with a research permit obtained from NACOSTI were used. Prior to commencing the research, participants received consent forms via email to sign in order to participate in the study. All communication utilized in the research were recognized and included in citations and references as needed. Participants were directed to refrain from including their names on the survey, and the data shared were solely for academic use with a focus on maintaining strict confidentiality.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents analysis of data collected from the field. The response rate is given first followed background information of the respondents, descriptive statistics and inferential statistics results.

4.2 Response Rate

The objective of the study was to gather data from a sample of 126 participants selected from 8 departments. Nevertheless, the study did not achieve a 100% response rate, as indicated by the occurrences of non-responses shown in Table 4.1.

Table 4.1 : Response Rate

Category	Frequency	Percentage
Responded	120	95.3
Did not respond	6	4.7
Total	126	100

Source: Research Data (2024)

The research indicated that 120 of the 126 participants completed the questionnaire, resulting in an overall response rate of 95.3%. Those respondents who did not return their questionnaires accounted for a very minimal percentage at 4.7%. Therefore, the level of participation was deemed adequate for drawing conclusions and making generalizations based on the sample measures, in accordance with the guidelines established by Mugenda and Mugenda (2003).

4.3 Respondents' Background Information

The research analyzed the participants' demographic details such as gender, marital status, age group, educational level, and tenure with the company. The findings are shown as follows;

4.3.1 Gender

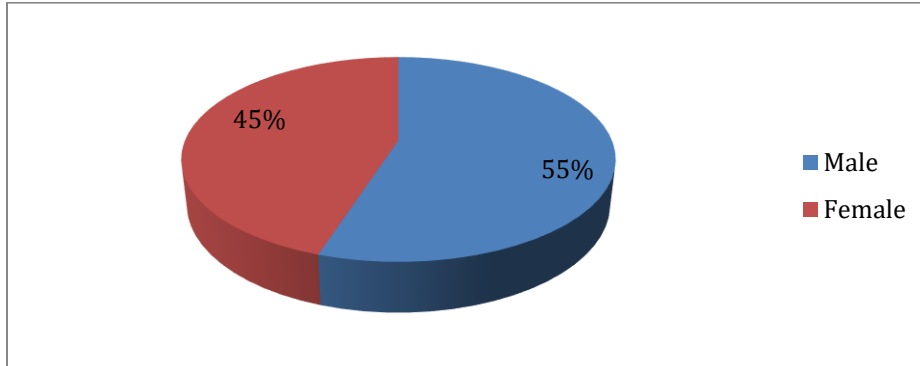


Figure 2: Gender

Source: Research Data (2024)

In the study, it was noted that the majority of participants were male, making up 55.0%, while females made up 45.0% of the participants. This demonstrated fair representation of male and female employees in the organization. Setati, Zhuwao, Ngirande and Ndlovu (2019) claim that gender diversity can improve team dynamics through fostering mutual respect and understanding among team members. This unity can result in enhanced teamwork and a supportive atmosphere at work, ultimately boosting employee performance.

4.3.2 Marital Status

Table 4.2: Marital Status

Marital status	Frequency	Percentage
Single	51	42.5
Married	61	50.8
Divorced	2	1.7
Widow(er)	6	5
Total	120	100

Source: Research Data (2024)

The research showed that the largest portion of participants were married at 50.8%, with 42.5% being single, and only a small percentage were divorced or widowed at 1.7% and 5.0% respectively. This data was essential for the research due to its significance because Selmer and Luring (2021) observe that an employee's ability to juggle work and personal

life, as well as their likelihood to stay with a company, can be impacted by their marital status.

4.3.3 Age Bracket

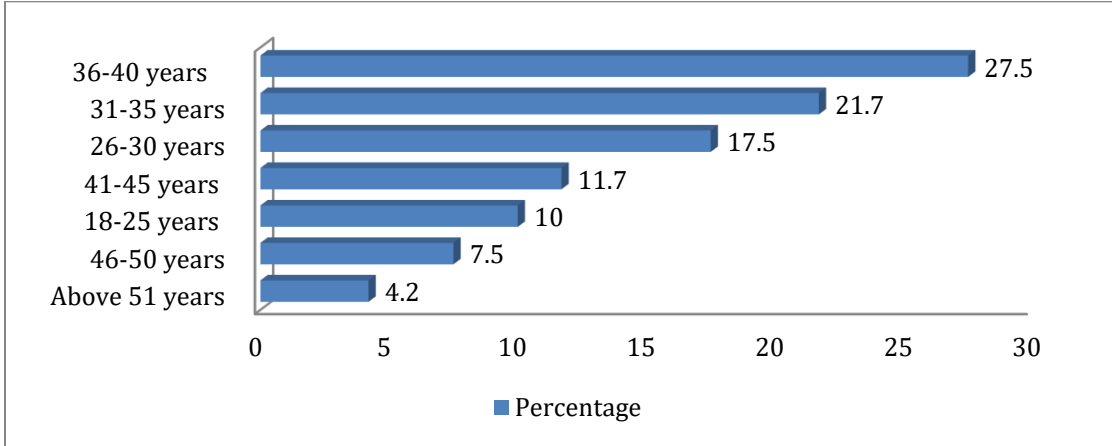


Figure 3: Age Bracket

Source: Research Data (2024)

The data regarding the age distribution of employees, as illustrated in the figure, reveals that a significant portion of the respondents, specifically 27.5%, were in their mid-30s, with ages ranging from 36 to 40 years. Conversely, only a small fraction, represented by 4.2%, were aged over 51 years. Joseph (2019) posits that employees from various age demographics contribute distinct perspectives and problem-solving methodologies, shaped by their life experiences and generational values. Consequently, a diverse age range among employees can foster a broader spectrum of ideas and solutions pertinent to the subject of study.

4.3.4 Level of Education

Table 4.3: Level of Education

Level of education	Frequency	Percentage
College	37	30.8
Undergraduate	63	52.5
Post-graduate	16	13.3
PhD or Pursuing	4	3.3
Total	120	100

Source: Research Data (2024)

The research indicated that a majority of the participants, specifically 52.5%, possessed a university education, while 30.8% had attained a college level of education. Additionally, 13.3% of the respondents had completed post graduate degree, and 3.3% were pursuing PhD. This suggests that the study predominantly included individuals with higher educational qualifications mostly at first degree level of education. According to Selvaraj (2022), higher educational qualifications often provide employees with a strong foundational knowledge in their field, which can enhance their ability to perform complex tasks effectively.

4.3.5 Tenure with the Organization

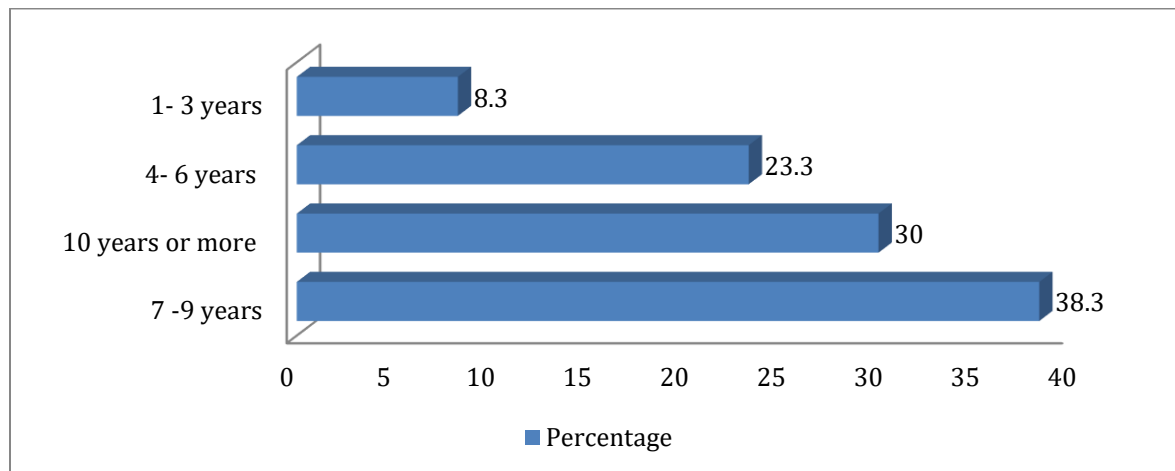


Figure 4: Tenure with the Company

Source: Research Data (2024)

The results on employees' tenure with the organization is that those respondents who had stayed for a period ranging from 7 to 9 years accounted for 38.3%, 30.0% 10 years or more, 23.3% from 4 to 6 years and 8.3% from 1 to 3 years. Therefore, it can be concluded that most employees engaged in the study had worked for more than 7 years. Janardhanan and Raghavan (2018), research observe that employees with longer tenure often accumulate valuable experience and institutional knowledge that can enhance their performance. Therefore, the employees involved in the study had a deeper understanding of the organization's values, mission, and culture.

4.4 Results of Descriptive Statistics

The research utilized descriptive analysis on quantitative data, presenting Mean (M) and Standard Deviation (SD) for each questionnaire item based on the specific variable. The results are displayed in the following manner.

4.4.1 Talent Management

The descriptive results on talent management are presented in Table 8.

Table 4.4 : Talent Management

Statements	M	SD
Talent management initiatives are clearly understood at State Department of PS	4.45	0.54
High level of support is provided to talent pool by State Department of PS management	4.59	0.41
Everyone is included in the talent pool	3.95	1.05
Talent management system is transparent and is shared around the State department	3.97	1.03
The selected candidates go through online interviews It is easy for any employee to enter the Talent Pool	4.67	0.33
Tracking performance and progress	4.53	0.47
State department of Public Service has developed programs and initiatives that enhance employee career development	4.19	0.81
Aggregate score	4.34	0.66

Source: Research Data (2024)

The findings displayed in Table 8 demonstrate that all statements regarding the impact of talent management on employee performance within the State Department for Public Service in Nairobi City County, Kenya, received agreement from the respondents, as evidenced by an aggregate mean score of 4.34 and a standard deviation of 0.66. The finding agrees with Mkaburu (2020) who studied how talent management affects the performance of the World Food Programme (WFP) in Kenya. The study discovered that there is a strong connection between hiring and placing employees and providing training and support for talent and how well the World Food Programme performs.

The respondents expressed a strong agreement on the following statements; the selected candidates go through online interviews It is easy for any employee to enter the talent pool

(M=4.67, SD=0.33), high level of support is provided to talent pool by State Department of PS management (M=4.59, SD=0.41), Tracking performance and progress (M=4.53, SD=0.47). The finding concur with Obedgiu, lagat and Sang (2022) who wanted to see how transformational leadership affects the connection between talent management and how well employees do their job in public universities in Uganda. The study found that transformational leadership plays a big role in how talent management affects how well employees perform.

The respondents expressed agreement on the following statements; talent management initiatives are clearly understood at State Department of PS (M=4.45, SD=0.54), State department of Public Service has developed programs and initiatives that enhance employee career development (M=4.19, SD=0.81), talent management system is transparent and is shared around the State department (M=3.97, SD=1.03), everyone is included in the talent pool (M=3.95, SD=1.05). The finding agree with Muyela and Kamaara (2021) who studied how talent management impacts how well government workers in Kenya do their jobs. The study showed that helping employees grow their skills keeping them at the company bringing in new talent and helping them advance in their careers all have a good impact on how well they do their jobs at the Ministry of Industries Trade and Cooperatives in Kenya.

4.4.2 Leadership Development

The descriptive results on leadership development are presented in Table 4.9.

Table 4.5: Leadership Development

Statements	M	SD
SDPS has a program that takes employees through coaching for succession	3.64	1.36
Senior employees delegate duties to their assistants	4.58	0.42
There is a program for continuous training for employees who want to proceed to next level	3.61	1.39
Leadership development is incorporated in sections of management	4.64	0.36
Leadership development motivates skilled employees to aspire for higher positions	4.52	0.38
Aggregate score	4.20	0.78

Source: Research Data (2024)

The findings displayed in Table 9 demonstrate that all statements regarding the impact of leadership development on employee performance within the State Department for Public Service in Nairobi City County, Kenya, received agreement from the respondents, as evidenced by an aggregate mean score of 4.20 and a standard deviation of 0.78. The finding concurs with Furtasan Ali Yusuf Uli and Wildan Nuryanto (2022) who looked into how being creative helped glass manufacturing companies in Indonesia to work better. The results show that leadership positively impacts innovation capacity and employee performance. Job training has a big impact on how well employees can come up with new ideas and do their job better.

The respondents expressed a strong agreement on the following statements; Leadership development is incorporated in sections of management ($M=4.64$, $SD=0.36$), senior employees delegate duties to their assistants ($M=4.58$, $SD=0.42$), Leadership development motivates skilled employees to aspire for higher positions ($M=4.52$, $SD=0.38$). The finding agrees with Omoankhanlen Akhigbe and Kalu (2022) who studied how leadership training techniques affect how well employees do their jobs. The study found that leadership training programs can greatly improve how well employees do their work. It suggests that bosses should make sure to have coaching and mentoring programs in place to help employees get better at their tasks.

The respondents expressed agreement on the following statements; SDPS has a program that takes employees through coaching for succession ($M=3.64$, $SD=1.36$), there is a program for continuous training for employees who want to proceed to next level ($M=3.61$, $SD=1.39$). The finding concurs with Henarathgoda and Henarathgoda (2020) who studied how leadership training affects how well employees do their jobs in big tire factories in Sri Lanka. The study found that taking part in leadership training has the greatest effect on how well employees perform while empowerment has the smallest effect on employee performance.

4.4.3 Human Resource Policies

The descriptive results on human resource policies are presented in Table 10.

Table 4.6 : Human Resource Policies

Statements	M	SD
SDPS has Recruitment policy that is friendly to the employees	3.59	1.41
Training policy that is used in SDPS is not adequate	4.47	0.53
The SDPS does not have promotional policy in place	3.91	1.09
Employees are appraised objectively	4.57	0.43
All policies that are in the SDPS are adhered to by all employees	4.60	0.40
When it comes to recruitment and selection of employees, the policy is not followed	4.19	0.81
SDPS has a succession policy in place that encourages staff growth	4.57	0.43
Aggregate score	4.27	0.73

Source: Research Data (2024)

The findings displayed in Table 10 demonstrate that all statements regarding the impact of human resource policies on employee performance within the State Department for Public Service in Nairobi City County, Kenya, received agreement from the respondents, as evidenced by an aggregate mean score of 4.27 and a standard deviation of 0.73. The finding concurs with Alkalha Zu'bi Al-Dmour and Masa'deh (2022) who wanted to see how human resource rules (like planning hiring training job setup keeping workers motivated evaluating performance and letting employees join in decisions) affect how well banks do in Jordan. The research findings show that the key impact of human resource policies on how well a company performs is when employees are involved in making decisions.

The respondents expressed a strong agreement on the following statements; all policies that are in the SDPS are adhered to by all employees (M=4.60, SD=0.40), employees are appraised objectively and SDPS has a succession policy in place that encourages staff growth (M=4.57, SD=0.43) respectively. The finding concurs with Kamila's study in 2023 who looked at how employee-focused HR policies and servant leadership affect job performance in big businesses in Poland. The research showed that having a people-focused HR policy can help improve the connection between servant leadership and job performance. Combining human resource policies with leadership is crucial for understanding how they impact employee performance.

The respondents expressed agreement on the following statements; Training policy that is used in SDPS is not adequate (M=4.47, SD=0.53), When it comes to recruitment and selection of employees, the policy is not followed (M=4.19, SD=0.81), the SDPS does not have promotional policy in place (M=3.91, SD=1.09), SDPS has Recruitment policy that is friendly to the employees (M=3.59, SD=1.41). The finding agree with Iradukunda (2021) who studied how human resources policies affect how well employees do their job in Rwanda. They found a strong positive connection between HR policies and employee performance at CIMERWA.

4.4.4 Selection Planning

The descriptive results on selection planning are presented in Table 11.

Table 4.7 : Selection Planning

Statements	M	SD
The SDPS has procedures for the internal selection of employees that ensure the growth of employees	4.55	0.45
External selections are applied when specific skills of employees are not attained	4.23	0.77
Political election and selection are done with smooth transition ensuring that existing employees are not retrenched.	4.19	0.81
The selection process is independent and is not interfered with by politics	4.53	0.47
SDPS ensures that all employees promoted to the next level is done on merit	3.91	1.09
Aggregate score	4.28	0.72

Source: Research Data (2024)

The findings displayed in Table 11 demonstrate that all statements regarding the impact of selection planning on employee performance within the State Department for Public Service in Nairobi City County, Kenya, received agreement from the respondents, as evidenced by an aggregate mean score of 4.28 and a standard deviation of 0.72. The finding agrees with Otieno (2019) study which found that the way organizations plan for the future can affect how well they perform. The research also discovered a clear and powerful connection between the implementation of human resource succession planning strategies and the success of health service non-governmental organizations in Winam Division.

The respondents expressed a strong agreement on the following statements; the SDPS has procedures for the internal selection of employees that ensure the growth of employees (M=4.55, SD=0.45), the selection process is independent and is not interfered with by politics (M=4.53, SD=0.47). The finding concur with Egwakhe, Akinlab, Magaji, and Ojuolape (2022) who conducted research to explore how selection planning strategies impact employee performance in chosen money banks in Lagos State, Nigeria, while considering the moderating influence of educational qualifications. Results showed that choosing planning techniques greatly impact the performance of employees in certain deposit money banks in Lagos State, Nigeria.

The respondents expressed agreement on the following statements; External selections are applied when specific skills of employees are not attained (M=4.23, SD=0.77), political election and selection are done with smooth transition ensuring that existing employees are not retrenched (M=4.19, SD=0.81), SDPS ensures that all employees promoted to the next level is done on merit (M=3.91, SD=1.09). The finding agree with Choros and Chirchir (2022) who aimed to determine how selection planning influences employee performance in Baringo County. The research results showed that the County Governments offered training via seminars and workshops. Benchmarking is frequently utilized to enhance the abilities of staff members.

4.4.5 Employee Performance

The descriptive results on employee performance are presented in Table 12.

Table 4.8 : Employee Performance

Statements	M	SD
SDPS reports indicate improved quality of services by employees	3.02	1.98
The products offered to the public like in huduma centers is of high standards	2.22	2.78
The employees are delivering effective services to the general public on time	3.06	1.94
Employees are generally satisfied with their work at SDPS	3.15	1.95
Efficiency at SDPS has gone down due to absenteeism	2.96	2.04
Targets set by the employer are most of the time met by employees	3.33	3.67
Aggregate score	2.96	2.39

Source: Research Data (2024)

The findings displayed in Table 12 demonstrate that all statements regarding the employee performance within the State Department for Public Service in Nairobi City County, Kenya, received neutral agreement from the respondents, as evidenced by an aggregate mean score of 2.96 and a standard deviation of 2.39. The finding is in contrary to Kenney (2018) research observation that staff performance is gauged against the performance standards set by the organization. Various factors such as production levels, efficiency, effectiveness, quality of output, and profitability are taken into account when evaluating performance.

The respondents indicate neutral on the statements that; SDPS reports indicate improved quality of services by employees (M=3.02, SD=1.98), the products offered to the public like in huduma centers is of high standards (M=2.22, SD=2.78), the employees are delivering effective services to the general public on time (M=3.06, SD=1.94), employees are generally satisfied with their work at SDPS (M=3.15, SD=1.95), efficiency at SDPS has gone down due to absenteeism (M=2.96, SD=2.04), and targets set by the employer are most of the time met by employees (M=3.33, SD=3.67). The finding is not in line with Ajala (2020), research which indicates that employee performance is a pivotal element within an organization, fostering professional growth and leveraging employees' skills for organizational advancement.

4.5 Results of Inferential Statistics

4.5.1 Correlation Analysis

The research employed Pearson's correlation coefficient (r) to analyze both the existing interrelationships among the variables and the existence of significant correlations between the variables under investigation (Cooper & Schindler, 2014). The results are displayed in Table 13.

Table 4.9: Correlation Analysis

		Talent management	Leadership development	Human resources policies	Service delivery	Employee performance
Talent management	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	120				
Leadership development	Pearson Correlation	.102	1			
	Sig. (2-tailed)	.021				
	N	120	120			
Human resources policies	Pearson Correlation	.205	.421	1		
	Sig. (2-tailed)	.315	.108			
	N	120	120	120		
Selection planning	Pearson Correlation	.026	.337	.307	1	
	Sig. (2-tailed)	.064	.022	.045		
	N	120	120	120	120	
Employee performance	Pearson Correlation	.726	.806	.703	.795	1
	Sig. (2-tailed)	.002	.003	.002	.002	
	N	120	120	120	120	120

Table 13 illustrates the connections among the variables examined in the study. The dependent variable, employee performance, shows a positive correlation with talent management ($r = 0.726$, $p=0.002$), leadership development ($r = 0.806$, $p= 0.003$), human resource policies ($r = 0.703$, $p = 0.002$) and selection planning ($r = 0.795$, $p = 0.002$). This suggests that any changes in the independent variables studied within the organization would result in a corresponding positive change in employee performance. Therefore, the study found a positive correlation between the independent variables (talent management, leadership development, human resource policies and selection planning) and dependent variable (employee performance) which indicates that as the independent variables increases, the dependent variable tends to increase as well.

4.5.2 Regression Analysis

The study performed an extensive regression analysis, incorporating multiple essential elements to guarantee a detailed investigation of the data. Initially, the model summary was created, giving an outline of the regression model's performance, which includes measurements like R-squared, adjusted R-squared, and standard error. The results are presented in Table 14.

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.863 ^a	.745	.701	1.009

Source: Research Data (2024)

The results as presented in Table 13 indicate that the value of adjusted R square is 0.701 which mean that there was a variation of 70.1% of employee performance due to the effect caused by the talent management, leadership development, human resource policies and selection planning. Therefore, this means that the remaining 29.9% is attributed to factors not considered in the model.

The Analysis of Variance (ANOVA) was performed to evaluate the significance of the regression model. This step involved comparing the variance explained by the model to the variance that remains unexplained, allowing researchers to determine whether the independent variables collectively have a statistically significant effect on the dependent variable. The results are presented in Table 15.

Table 4.11: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	129.154	4	32.2885	36.67879	0.003
	Residual	101.235	115	0.880304		
	Total	230.389	119			

Source: Research Data (2024)

As shown in Table 15 significance value is at 0.003 which is below 0.05. In addition, the ANOVA statistic, $F_{cal} (4, 119) = 36.67879$, $p < 0.05$, and this meant that the regression

model was statistically significant since it was greater than $F_{\text{tab}}(4, 119) = 32.2885$, $p < 0.05$).

Finally, the coefficients of the regression model were examined. These coefficients represent the estimated effect of each independent variable on the dependent variable, providing insights into the strength and direction of these relationships. The results are presented in Table 16.

Table 4.12: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.750	0.312		2.403	0.003
Talent management	0.771	0.245	0.0245	3.147	0.002
Leadership development	0.709	0.119	0.346	5.957	0.001
Human resource policies	0.786	0.109	0.2785	7.211	0.004
Selection planning	0.754	0.225	0.3456	3.351	0.003

Source: Research Data (2024)

As presented in Table 16, the beta coefficients for talent management are $\beta_1 = 0.0245$ ($t = 3.147$, $p < 0.05$); for leadership development, $\beta_2 = 0.346$ ($t = 5.957$, $p < 0.05$); for human resource policies, $\beta_3 = 0.2785$ ($t = 7.211$, $p < 0.05$); and for the selection planning, $\beta_4 = 0.3456$ ($t = 3.351$, $p < 0.05$). All coefficients demonstrate statistical significance ($p < 0.05$). Consequently, the equation that models the impact of the succession planning aspects on employee performance is formulated as follows.

$$\text{Employee performance} = 0.750 + 0.771 (\text{talent management}) + 0.709(\text{leadership development}) + 0.786(\text{human resource policies}) + 0.754(\text{selection planning}).$$

The study found a significant positive relationship between talent management and employee performance in Nairobi's State Department for Public Service, with a beta coefficient of 0.0245 and a significance level of 0.002. This indicates that improving talent management by one unit is linked to enhanced employee performance. The strong beta coefficient underscores the importance of effective talent management strategies for fostering a high-performing workforce, while the low significance level suggests a 0.2% chance that the correlation is due to random chance. The results align with Mkaburu's

(2020) research on talent management's impact on the World Food Programme (WFP) in Kenya, which found a significant link between employee recruitment, assignment, training, and overall performance.

The study revealed that there exists a significant positive correlation between leadership development initiatives and employee performance. This correlation is quantified by a beta coefficient (β) of 0.346, which indicates a moderate to strong relationship between the two variables. The statistical significance of this finding is underscored by a p-value of 0.004, suggesting that the likelihood of this correlation occurring by chance is extremely low. In practical terms, this means that as leadership development programs are enhanced or more effectively implemented, there is a corresponding improvement in employee performance metrics. The finding agrees with Omoankhanlen, Akhigbe and Kalu (2022) who studied how leadership training techniques affect how well employees do their jobs. The study found that leadership training programs can greatly improve how well employees do their work.

The research found a significant positive correlation between human resource policies and employee performance in Nairobi's State Department for Public Service, with a beta coefficient (β) of 0.2785 indicating a moderate to strong relationship. As HR policies improve, employee performance also increases. The p-value of 0.001 confirms the statistical significance of these results, suggesting that effective HR policies are crucial for enhancing employee performance. The results support Alkalha et al. (2022), who studied the impact of human resource practices on bank performance in Jordan. Their findings highlight that employee involvement in decision-making significantly enhances organizational performance.

The study revealed a noteworthy positive correlation between selection planning and employee performance within Nairobi's State Department for Public Service, evidenced by a beta coefficient (β) of 0.3456, which suggests a moderate to strong relationship, along with a significance value of 0.003. The finding agree with Otieno (2019) study which found that the way organizations plan for the future can affect how well they perform. The research also discovered a clear and powerful connection between the implementation of

human resource succession planning strategies and the success of health service non-governmental organizations in Winam Division.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides an overview of the findings, draws conclusions, offers recommendations for policy and practice, and proposes avenues for future research.

5.2 Summary of the Study

The study sought to assess the effect of talent management on employee performance in State Department for Public Service in Nairobi City County Kenya. The research found a significant positive correlation between talent management and employee performance in Nairobi's State Department for Public Service. The selected candidates go through online interviews It is easy for any employee to enter the talent pool, high level of support is provided to talent pool by State Department of PS management and tracking performance and progress.

The study sought to examine the effect of leadership development on employee performance in within the State Department for Public Service Nairobi City County, Kenya. The research found a significant positive correlation between leadership development and employee performance in Nairobi's State Department for Public Service. Leadership development is incorporated in sections of management, senior employees delegate duties to their assistants, Leadership development motivates skilled employees to aspire for higher positions.

The study sought to determine the effect of HRM policies on employee performance in the State Department for Public Service Nairobi City County, Kenya. The research found a significant positive correlation between HRM policies and employee performance in Nairobi's State Department for Public Service. All policies that are in the SDPS are adhered to by all employees, employees are appraised objectively and SDPS has a succession policy is place that that encourages staff growth. Training policy that is used in SDPS is not adequate.

The study sought to establish the effect of selection planning on employee performance in the State Department for Public Service. The research found a significant positive

correlation between selection planning and employee performance in Nairobi's State Department for Public Service. The SDPS has procedures for the internal selection of employees that ensure the growth of employees, the selection process is independent and is not interfered with by politics and external selections are applied when specific skills of employees are not attained.

5.3 Conclusions of the Study

The study concludes that talent management strategies that focus on employee engagement can lead to higher levels of motivation and commitment. Initiatives such as recognition programs, team-building activities, and open communication channels can foster a positive work environment. Engaged employees are more likely to go above and beyond in their roles, contributing to enhanced performance. Effective talent management begins with attracting and selecting the right candidates. Continuous professional development is essential for enhancing employee skills and knowledge. Talent management also involves recognizing the importance of work-life balance.

The study concludes that effective leadership is essential in public service as it directly impacts service delivery, employee morale, and public trust. Leaders in the State Department for Public Service are responsible for setting the vision, creating a conducive work environment, and ensuring that employees are motivated and engaged. Strong leadership can lead to improved organizational performance, better public service outcomes, and enhanced accountability. Leaders trained in effective communication can convey expectations clearly, provide constructive feedback, and foster open dialogue, leading to better team collaboration and performance.

The study concludes that human resource policies play a crucial role in shaping the work environment and influencing employee performance by enhancing the productivity, job satisfaction, and overall organizational effectiveness. Well-defined policies ensure that the right candidates are chosen for the right positions, which is essential for maximizing employee performance. In the State Department for Public Service, transparent and merit-based recruitment practices can lead to a more competent workforce.

The study recommends that a well-structured selection process helps in identifying candidates who are not only qualified but also fit the organizational culture, thereby reducing turnover and associated costs. Effective selection planning leads to the hiring of high-quality candidates who possess the necessary skills and competencies, resulting in improved job performance. When employees perceive that their colleagues have been selected based on merit and competence, it fosters a positive work environment and boosts overall morale.

5.4 Recommendations of the Study

The study recommends that the State Department can implement training programs that address both technical skills and soft skills, such as leadership and communication. By investing in employee development, the department can improve overall performance, as employees feel more competent and confident in their roles. By setting clear expectations and providing constructive feedback, employees are more likely to understand their roles and responsibilities, leading to improved performance outcomes. Providing clear career pathways and opportunities for advancement can motivate employees to perform at their best. When employees see a future within the organization and understand how they can progress, they are more likely to invest effort into their work.

The study recommends that the State Department should pair emerging leaders with experienced mentors within the department to provide guidance, support, and knowledge sharing. Implement one-on-one coaching sessions to help employees identify their strengths and areas for improvement, fostering personal and professional growth. Establish clear, measurable goals for employees that align with the department's objectives, ensuring that leadership development is tied to performance outcomes. Create a culture of continuous feedback where employees receive constructive criticism and recognition for their efforts, helping them to improve and stay motivated.

The study recommends that the State Department for Public Service should implement policies that promote ongoing professional development opportunities. This can include workshops, seminars, and on-the-job training. Establish clear performance appraisal policies that provide regular feedback and set achievable performance goals. Ensure that its compensation policies are competitive and equitable. Fair remuneration, along with

attractive benefits such as health insurance, retirement plans, and leave policies, can enhance employee satisfaction and loyalty. In the State Department for Public Service, transparent and merit-based recruitment practices can lead to a more competent workforce.

The study recommends that the selection process should incorporate various assessment methods to evaluate candidates comprehensively. This may include structured interviews, psychometric testing, and practical assessments relevant to the job. The goal is to gather objective data that can inform decision-making. After assessments, the selection committee must analyze the data collected and make informed decisions about which candidates to hire. This step should involve a collaborative approach, ensuring that multiple perspectives are considered to minimize bias. Once candidates are selected, an effective onboarding process is crucial for integrating them into the organization. This includes orientation programs, mentorship opportunities, and ongoing support to help new employees acclimate to their roles and the organizational culture.

5.5 Suggestion for Further Study

The current study determined the effect of succession planning on employee performance in the State Department for Public Service in Nairobi City County, Kenya. Therefore, the study suggests that further studies should be conducted that focus on different context other than the State Department for Public Service in Nairobi City County, Kenya.

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APPENDICES

APPENDIX I: INTRODUCTIONS LETTER

Dear Respondent

Re: Data Collection Request for Study on Succession Planning and Employee Performance in Nairobi City County Public Service Department

I am Maureen Anyango, a student with registration number D53/OL/HEP/ 22699/2021 at Kenyatta University. I am researching on this topic to fulfill the requirements for my Master of Business Administration degree focusing on Human Resource Management.

Please fill out the survey included with this letter to the best of your ability. The details you give will only be used for academic purposes. "We will keep your information private and will not share it with anyone else."

Yours Faithfully

MAUREEN ANYANGO

D53/OL/HEP/22699/2021

APPENDIX II: RESEARCH QUESTIONNAIRE

SECTION 1: BASIC INFORMATION

The research aims to investigate the **impact of succession planning on employee performance in the Nairobi City County Kenya State Department for Public Service**. Kindly provide your answers to these questions in a truthful and succinct manner. The answers to these inquiries will be kept private. Kindly specify the location where [X] is required..

1. Indicate your gender { } Female { } Male
2. Marital Status { } Single { } Married { } divorced { } widow(er)
3. Age bracket { } 18-25 years { } 26-30 years { } 31-35 years { } 36-40 years { } 41-45 years { } 46-50 years { } Above 51 years
4. Level of education { } Primary { } Secondary { } College { } Undergraduate { } Post-graduate { } PhD or Pursuing
5. How long have you worked in the organization { } 1- 3 years { } 4- 6 years { } 7 -9 years { } 10-12 years

SECTION II: DISCUSSION OF VARIABLES

A: Talent Management and Employee Performance

Please rate whether you agree or disagree with the following statements regarding the effect of talent Management and Employee performance of State Department of Public Service in Nairobi City County Kenya.

	Statement	1	2	3	4	5
6.	Talent management initiatives are clearly understood at State Department of PS					
7.	High level of support is provided to talent pool by State Department of PS management					
8.	Everyone is included in the talent pool					
9.	Talent management system is transparent and is shared around the State department					
10.	The selected candidates go through online interviews It is easy for any employee to enter the Talent Pool					
11.	Tracking performance and progress					
12.	State department of Public Service has developed programs and initiatives that enhance employee career development					

13. What has been the effect of talent management on employee performance at SDPS?

C. Leadership Development

Please rate whether you agree or disagree with the following statements regarding the effect of Leadership Development and Employee performance of State Department of Public Service in Nairobi City County Kenya.

	Statement	1	2	3	4	5
14.	SDPS has a program that takes employees through coaching for succession					
15.	Senior employees delegate duties to their assistants					
16.	There is a program for continuous training for employees who want to proceed to next level					
17.	Leadership development is incorporated in sections of management					
18.	Leadership development motivates skilled employees to aspire for higher positions					

19. What has been the effect of leadership development process on employee performance at SDPS

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D: HRM Policies and Employee Performance

Please rate whether you agree or disagree with the following statements regarding the effect of HRM Policies and Employee Performance of State Department of Public Service in Nairobi City County Kenya.

	Statement	1	2	3	4	5
20.	SDPS has Recruitment policy that is friendly to the employees					
21.	Training policy that is used in SDPS is not adequate					
22.	The SDPS does not have promotional policy in place					
23.	Employees are appraised objectively					

24.	All policies that are in the SDPS are adhered to by all employees					
25.	When it comes to recruitment and selection of employees, the policy is not followed					
26.	SDPS has a succession policy in place that encourages staff growth					

27. What has been the effect of leadership development process on employee performance at SDPS

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E: Selection Planning and Employee Performance

Please rate whether you agree or disagree with the following statements regarding the effect of Selection planning and Employee Performance of State Department of Public Service in Nairobi City County Kenya.

	Statement	1	2	3	4	5
28.	The SDPS has procedures for the internal selection of employees that ensure the growth of employees					
29.	External selections are applied when specific skills of employees are not attained					
30.	Political election and selection are done with smooth transition ensuring that existing employees are not retrenched.					
31.	The selection process is independent and is not interfered with by politics					
32.	SDPS ensures that all employees promoted to the next level is done on merit					

33. What has been the effect of selection planning process on employee performance at SDPS.....

F: Employee Performance

Using the five-point likert scale, rate these statements based on the NCPB.

	Statement	1	2	3	4	5
34.	SDPS reports indicate improved quality of services by employees					
35.	The products offered to the public like in huduma centers is of high standards					
36.	The employees are delivering effective services to the general public on time					
37.	Employees are generally satisfied with their work at SDPS					
38.	Efficiency at SDPS has gone down due to absenteeism					
39.	Targets set by the employer are most of the time met by employees					

40. What do you think is affecting employees in SDPS

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