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ABSTRACT

Succession planning is advanced as key to identifying critical positions within the organization and developing strategies for individuals to take up the positions for competitiveness. State corporations in Kenya are designated to promote national development and effectual service delivery to the citizens. However, effective succession planning remains a key challenge in state corporations. The study was guided by two objectives including: to establish how human resource strategy influenced succession planning in regulatory state corporations in Kenya, and ultimately, to determine how the organization culture influenced succession planning in regulatory state corporations in Kenya. A Census method was adopted for all the 26 regulatory state corporations where the study focused on a human resource manager and one person heading each unit in regulatory state corporations in Kenya totaling to 52 respondents. Data was collected using a semi-structured questionnaire. Descriptive statistics and simple regression analysis were deployed in analysis. The findings revealed that organizational culture together with human resource strategy had a significant influence on succession planning. It was therefore recommended that effective succession planning should incorporate both a viable human resource strategy and a progressive organizational culture.

Keywords: Organizational Culture, Human Resource Strategy, Succession Planning

INTRODUCTION

The business landscape continues to be highly competitive, leading to concerted search for ways to succeed or sustain a strategic advantage (Omwenga, Wario, Nzulwa & Othiambo, 2017). Succession planning has been advanced as a key strategy for addressing a number of critical organizational challenges including Human Resource (HR) challenges. The HR function is currently faced with numerous challenges, critical among them being aging workforce and increasing retirement rates. Previous scholars point to succession planning as one of the remedies to addressing the challenges of tight labour market, limited competitiveness, fast-paced changes in work and workforce diversity needs in modern organizations (Nova Scotia Public Service Commission, 2011). Pennell (2010) posits that succession planning is not about predetermining who will be promoted into a particular position, but an effort towards ensuring that organizations have competent staff or talent in place when leadership vacancies occur.

Succession planning has been said to help organizations to retain large quantity of institutional memory by ensuring that essential skills are not lost (Mehrabani & Mohamad, 2011). Each institution may be unique in its specific features but a number of factors have an impact to a well-established succession plan. Lack of a good organization culture that provides values, beliefs, standards and patterns for all staff affects effective succession planning. Succession planning is also affected by the Human resource strategy. The HR department objectives should match the objectives of the organization at large. Strategic HRM has a clear intention of implementing strategic change and ensuring that the employees have the required skills which can help the organization compete effectively in the future. The strategic human resources departments are futuristic and ensure that they are well linked with the overall business plan (Lynch, Kathleen, Bernie, & Maureen, 2012).

Couch (2013) defines succession planning as a deliberate, systematic effort to spot leadership requirements, establish pools of qualified potential candidates at all levels, speed up development of critical leadership competencies in candidates by intentional development, select leaders from the pool of candidates for critical roles and regularly measure progress. Rothwell (2010) posits that succession planning is a comprehensive and systematic process of making available a leadership and talent pool to ensure that both current and future leadership needs are met in order to ensure continuity of business for organizations. Succession planning plays a key role in ensuring that organizations have an adequate pool of managers who can take over higher roles as they become available. Rothwell (2010) advises that succession planning in organizations must be linked to the strategic goals and development needs of individual employees.

Tracy (2009) avers that an effective succession planning is enabled by having top managers who are fully involved and committed. The support by employees is also key in the activities of the succession plan, which should be linked to the human resource systems of the organization (Baruch, 2009). For implementation of the succession plan to be effective, there are efforts such as commitment of employees to individual development, strong bond of top management with the Human Resource Department, developing talent, mentorship, diversity management and job rotation (Pooja, 2013). Cross sections of previous scholars opine that the best practices in succession planning include commitment of the top managers, focus on clearly defined goals and evaluation procedures based (Karen & Leah, 2011). Benchmarking, being futuristic and ensuring constant changes can also suffice (Molina, 2013).

Effective succession planning has been linked to competitiveness especially in the private sector. Segments of literature have also pointed out that it could be of assistance to the public sector in Kenya which by design or omission has older employees in

comparison to the private sector. The foregoing could lead to high risk of turnover and loss of key staff with critical institutional knowledge to retirement (Armstrong, 2009; Ahmad & Schroeder, 2013). Empirical evidence shows that by 2013, 50% of organizations worldwide faced a leadership crisis due to shortage of pipeline talent and managers who possess the right skills and attitudes to strike competitive edge (Morello, 2012). This is further echoed by (Busine &Watt, 2010), who indicated that most organizations rate their succession management practices as below average.

A study by Britt (2010) showed that only 29% of Human Resource professionals implemented succession planning programs while 94% indicated that younger employees in their organizations were not being well groomed for succession. This underpins the fact that positive impact of such a program on organization continuity has not been implemented fully despite its proven value. George (2010) found that over 75% of state corporations in Kenya fell short of effective succession management programs which are the key drivers to developing leadership capital to enhance organizational continuity (Geus, 2008). A majority (over 50%) of state corporations were yet to consider succession planning in the broader organization planning processes. As a result, it was difficult to make accurate predictions on manpower requirements with the staff shortages and a leadership crisis experienced in certain levels in the public service. This led to some top-level positions retaining persons beyond retirement age owing to lack of skills in certain higher grades in the public service hierarchy (GOK, 2015).

By mid 1980s, state corporations could only absorb a few graduates in the public sector despite the many graduates joining the labor market. This led to challenges in succession management among other challenges. In an effort to address the emerging succession management challenge the Government developed a succession management strategy in the year 2008. However, this was not fully implemented further compounding succession management situation. The private sector has increasingly focused on creating succession planning programs that link with their changing business needs while the state corporations have lagged behind. There is evidence of succession planning in the private sector and efforts to improve organizational performance through its implementation while the level of performance in state corporations remains low (Britt, 2012).

The findings by Garman and Glawe, (2011) showed that effective succession planning increases organizational performance by up to 30%. This study therefore sought to investigate the factors influencing succession planning in state corporations in Kenya.

LITERATURE REVIEW

This research is grounded on the following theories: The Competing Values Theory (Contrasting Values Framework) was developed by Quinn & McGrath (1985). It is among the most frequently used approaches for assessing organizational culture. It uses two axes to that elaborate on four types of organizational culture namely: clan, adhocracy, hierarchy and market orientation. The internal versus external orientation are on the first axis. Internal orientation meaning integration and unitary process, whereas external orientation refers to differentiation and rivalry, in an attempt to acquire more customer and market-oriented values. The second axis can be defined as the relationship between flexibility and control. Flexibility means dynamism, creativity and innovation. Control means stability, processes standardization and order.

One of the major theories that is associated with SHRM is the resource-based theory (RBT) of the firm. Wright et al., cite that RBT gives an explanation of the relationship between HR practice and competitive advantage. The resource-based theory is a strategic based theory that makes efforts to identify the resources (brand names, employment of skilled personnel and machinery) that may provide the firm with a sustained

competitive advantage (Maijoor & Witteloostuijn, 1996). Barney (2001) states that these resources of the organization are tangible and intangible assets, such as; management skills, its organizational practices and information and knowledge. These resources are necessary to the organizations since they have value, rarely found, not easy to imitate, cannot be substituted and play part in achieving a competitive advantage (Armstrong, 2007).

The RBT argues that the organizations should focus on maximizing their resources to create and dominate future opportunities instead trying to achieve strategic fit with the external environment (Porter, 2008). This theory assumes that the key competencies in the organization are unique; employees are treated as an investment and not a cost, learning, knowledge sharing, innovation and experimentation are encouraged and employees are involved in decision making (Bingham, 2008). According to Armstrong (2009) the resource based theory to strategic human management focuses on satisfying the human capital requirements of the organization. Purcell (2003) says that the values and

human resource policies of an organization constitute important non-imitable resources. These resources are achieved by ensuring that the firm has more qualified employees than its competitors, encouraging organization learning, ensuring that the organization has unique values and culture and the unique intellectual capital of the organization is developed and nurtured. The RBT aims at achieving strategic fit between resources and opportunities and obtaining added advantage over the competitors. The theory was fit in prediction of the relationship between human resource strategy.

Conceptual Framework

A conceptual framework is an organized way of identifying how and why a project takes place and how we understand its activities. According to Kothari (2007), a framework can help us to understand why a project in done in a particular way. It makes it possible to get an idea on how long it might take to move from one point to the next (Mugenda & Mugenda, 2006). The Conceptual Framework is provided in Figure 1.
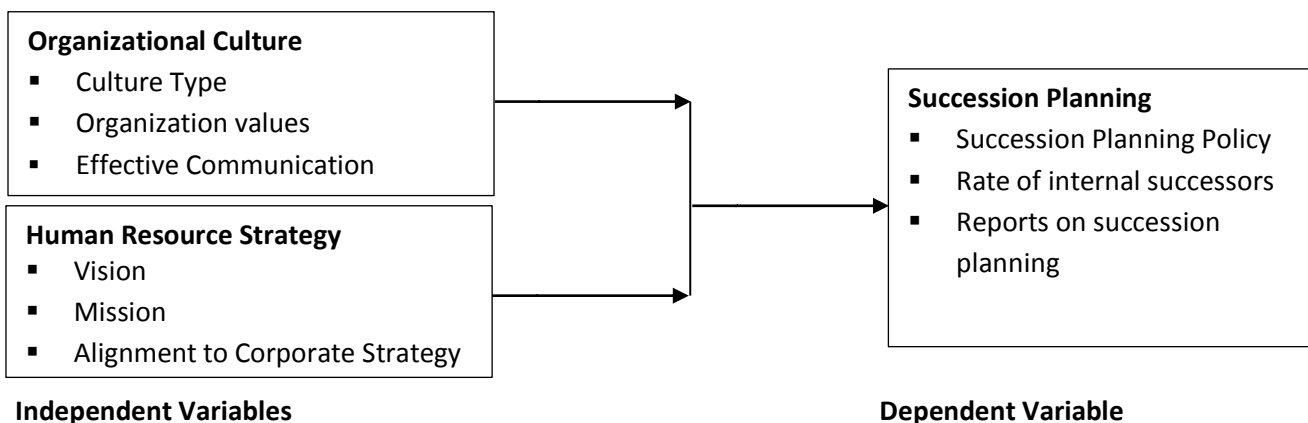
Independent Variables   Dependent Variable

Figure 1: Conceptual Framework

Organizational culture refers to the values, beliefs, and norms which may affect the way employees behave, think and feel in the organization (Schein, 2011). There are four functions of organization culture: providing a sense of identity to employees, enhancing the commitment, strengthening organizational values and shaping behavior through a control mechanism (Nelson & Quick, 2011). According to Strewart (2010), organization norms

and values have a great impact on those who are loyal to the organization.

Schein (2010) establishes a relationship between culture and an organization and says that as personality is to an individual, so is culture to an organization. Schein emphasizes that the culture of the organization is deeply rooted and cannot be easily changed. A strong culture creates a good relationship among employees because they share

a common understanding and interest. An organization that is successful in building a strong culture makes the employees faithful and feel proud of the organization as well as the job they are doing (Dawson, 2010).

Some organizations need to change their organizational culture in order to successfully fit into the changing economic environment. The Chrysler organization for example struggled for survival and accepted to change their culture so that the entire process involved people focused on learning, emphasis on quality and they once again became a successful and profitable organization (Krouse, 2012). The changes can be a challenge and long-term process for an organization but the rewards that follow are indisputable.

Studies have shown that changes in organizational leadership can often be linked with a change in workplace culture (Hutzschenreuter, 2012). Valentine (2011) hypothesizes that succession planning is sometimes designed to ensure that successors maintain the same organizational values and practices; however, no empirical research has established this link to date. Some scholars point out that succession planning is only possible within some organizational cultures. Conger and Fulmer (2003) suggest that openness and risk taking are necessary for organizations to engage in succession planning while Kur and Bunning (2002) argue that succession planning needs a supportive culture.

Florea (2013) links succession planning with the value that workplace leaders place on altruism, arguing that leaders must engage in some degree of altruism to develop the careers of subordinate employees with the risk that they may leave the organization. Organizations are more than the mere horizontal and vertical structures; they own a personality similar to a person. Organizational culture is a norm that binds the elements of the organization; it enables employees maintain the survival and compatibility throughout time (Amir-Mozaffari, 2007). Successful organizations lie in the strong intangible organizational factors in organizational culture, values, and beliefs of the employees (Abzari, 2008).

Chan and Kuok (2011) define strategic human resource management as the rules that are generally accepted and put in place by the organization towards achieving the set goals as indicated in the mission and vision of the organization. Wright, Gardner and Moynihan (2011) argue that strategic human resource management practices influence knowledge, skills, motivation and behavior of employees which have an impact on operational efficiency, productivity, profitability, learning and growth.

Farhad and Azhdar (2004, 2013) insist that people constitute a very vital part for competitive advantage to an organization. Strategic human resource management (SHRM) is one of the most important aspects of HRM practices that facilitate implementation of effective HR policies to meet the requirements of employees and also achieve the organizational goals (Mathis & Jackson, 2008). SHRM is aimed at establishing a link between the key workforce and strategic goals, which are important for sustaining improvements in the business performance and establishment of culture that promotes the drive for innovation and flexibility (Inyang, 2010). The HR strategy should be vertically aligned to the overall strategy of the organization.

Additionally, HR strategy should be an integral part of the business strategy, contributing to the business planning process as it happens. The aim is to achieve a coherent approach to managing people in which the various practices are mutually supportive. For Pinnamaneni (2015) the human resource strategy is focused mainly on human capital achieving the long term goals of the organization. Because all organizations are different, all HR strategies are different. There is no such thing as a standard strategy, and research into HR strategy conducted by Armstrong and Long (1994) and Armstrong and Baron (2002) revealed many variations. Some strategies are simply very general declarations of intent.

Dessler (2010) argues that strategic HRM means making and implementing practices and policies of human resource that generates the behaviors and competencies of employee that the organization requires to gain its strategic goals. In a study of more than 300 successions by Citrin and Ogden (2010), they found out that when a firm is doing well, insiders are more likely to take up leadership position. This is in most cases because there are competent and motivated people in the organization and an outsider would have a lesser chance to come in, fit in and surpass the internal executives. On the other hand, when a firm is in struggling, an outsider turns around the firm more effectively.

According to Lowan and Chisoro (2016) succession planning helps individuals realize their career plans within the organization, improves employee morale and their ability to respond to changing environmental demands as well as aiding with downsizing. Without a strategic succession plan, an organization may face challenges such as; loss of expertise, business knowledge, competitive advantage, damaged client relationships and the time needed to recruit and train replacement employees (Wadeson & Ciccotosto, 2013). Galbraith, Smith and Walker (2012) suggest that by implementing key principles such as; integrating succession planning into strategic goals or initiatives, providing on-the-job leadership opportunities, providing job-specific training and providing formal managerial or leadership training can drastically improve its ability to implement a strong strategic succession plan for key talent in their organization.

MATERIALS AND METHODS

This study adopted a cross sectional descriptive research design in collecting data from the respondents. Descriptive research design was appropriate for giving a narrative of the data collected (Saunders, Lewis & Thornhill, 2012). Further cross-sectional research design ensures that all the data is collected at the same time through questionnaires. The target population for this study was the regulatory state corporations in Kenya. This study applied census method which was used to collect information from the 26 regulatory state corporations. Two respondents from each of the 26 regulatory state corporations were picked as the unit of observation. These included a human resource manager and one-unit head in the selected state corporations because they are more involved in succession planning.

The reliability test was undertaken to evaluate the statements for relevancy, loading, clarity and effectiveness. The responses gathered were cross-checked to establish any deficiency in the data collection tool.

Table 1: Reliability Test

Predictors	Cronbach's Alpha values
Employee mentorship	.868
Organizational structure	.877
Human resource strategy	.736
Organizational culture	.808

Source: Research Data (2021)

Based on the results shown in Table 1 it can be deduced that all the items in the instrument used to collect data in this case a questionnaire returned a highly acceptable score given that all coefficients reported were found to be above 0.70.

The respondents were required to give their views on the extent to which some aspects regarding succession planning had contributed to the entire process. This was done based on a Likert scale measurement 1 – 5 where 1 stood for not at all, 2 meant small extent, 3 meant moderate extent, 4

represented a large extent, and 5 represented a very large extent as indicated in Table 2.

Table 2: Factors Influencing Succession Planning

	Descriptive Statistics				
Factors	N	Minimum	Maximum	Mean	Std. Deviation
Human Resource Strategy	48	1.00	5.00	2.29	1.18
Organizational Culture	48	1.00	5.00	1.96	1.03
Aggregate Mean				**2.13**	**1.11**

Source: Research Data (2021)

In relation to results given in Table 2, it can be construed that the aspect of human resource strategy was found to influence succession planning to small extent since it produced a mean score of 2.30 with a standard deviation of 1.18. The culture of organizations seemed not to influence succession planning much since it reported a mean value of 1.96 and a standard deviation of 1.03. This was because it provided a low mean value as compared to outcomes of the other entire factor. This could therefore imply that the organizational culture in the selected state corporations has not been given much consideration as a factor that influences succession planning

On the aspect of organizational culture, the study sought to establish the respondents' opinion on whether they were comfortable with their workplace culture; whether they felt that their personal values matched the values of their respective organizations and if the communication channels were open between the management and the employees.

Table 3: Workplace Culture, Personal Values and Communication Channels

	Descriptive Distribution (%)	
Description	Yes	No
Comfortable with the workplace culture	33 (68.8%)	15 (31.2%)
Personal values match the values of the organization	45 (93.8%)	3 (6.3%)
Open Communication channels between management and the employees	33 (68.8%)	15 (31.2%)

In relation to the output provided in Table 3, it can be pointed out that a high percentage of the respondents (68.8%) indicated that they were comfortable with their workplace culture. An overwhelming majority (93.8%) of the respondents acknowledged that their personal values matched the values of their respective state corporations. Similarly, the responses show that most of the respondents with a representation of 68.8% agreed to the fact that communication channels are open between the management and the employees.

Organizational Culture and Succession Planning

It was a requirement for the respondents to indicate the extent to which some aspects of organizational culture given in Table 4 influenced succession planning.

Table 4: Organizational Culture and Succession Planning

	Descriptive Statistics				
Description	N	Minimum	Maximum	Mean	Std. Deviation
Well defined Organization values	48	3.00	5.00	4.44	.65
Effective Communication	48	3.00	5.00	4.25	.67
There is a recommendable Culture Type	48	1.00	5.00	3.77	1.22
Aggregate Mean				**4.15**	**0.85**

The results highlighted have indication that well defined organization values could influence succession planning in selected state corporations to a large extent (Mean = 4.44; Std = 0.65). The results also indicated that effective communication has ability of improving succession planning given a mean score of 4.25 and a standard deviation of 0.67. On the other hand, the presence of a recommendable culture type seemed to influence succession planning of state corporation to a moderate extent (Mean = 3.77; Std = 1.22). The overall mean shows that organizational culture influences succession planning among state corporation to a large extent (Mean = 4.15, SD = 0.85)

Presence of Human Resource Strategy

The study sought to establish whether the state corporations had human resource strategies. The findings are given in Table 5.

Table 5: Presence of Human Resource Strategy

Attributes	Descriptive Distribution	
	Frequency	Percentage (%)
Yes	38	79.2
No	10	20.8
Total	**48**	**100**

The results indicate that an overwhelming majority (79.2%) of the respondents acknowledged that there is a human resource strategy in their respective organizations. On the contrary, about 20.8 percent of the respondents thought otherwise.

Those who acknowledged to have a human resource strategy were asked to rate the extent to which human resource strategy was aligned to the corporate strategy and the feedback is shown in Table 6.

Table 6: Human Resource Strategy alignment to the Corporate Strategy

Statement	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
The extent to which Human Resource Strategy is aligned to the Corporate Strategy	38	1.00	4.00	2.5417	1.03056

Based on a likert scale of 1 – 5 where 1 = very high, 2 = high, 3 = average, 4 = low, and 5 = very low. It was established that to a high extent (Mean = 2.54; Standard deviation = 1.03) the respondents indicated that human resource strategy was aligned to the corporate strategy.

Awareness of Organization's Vision

Another question on human resource strategy required the respondents to indicate whether the top management had clearly communicated the vision of the selected state corporation with all the staff within their respective organizations and the study output are shown in Table 7.

Table 7: Clear Communication of Organization's Vision

Attributes	Descriptive Distribution	
	Frequency	Percentage (%)
Always	33	68.8
It does share	10	20.8
Never	5	10.4
Total	**48**	**100**

The results on whether the organization vision was always clearly communicated revealed that majority of the respondents (68.8%) admitted that the management always clearly communicates the vision of the organization with all the employees. About 20.8% indicated that the management communicated the vision of their organization, while only five (5) respondents represented by 10.4% admitted that they have never known the vision of their respective organizations which was not communicated by the management to them.

Human Resource Strategy and Succession Planning

On basis of a likert scale of 1 – 5, 1 representing not at all, 2 meant small extent, 3 was a representation of moderate extent, 4 stood for large extent, while 5 was equivalent to very large extent; the respondents were required to indicate the extent to which various aspects of human resource strategy influenced succession planning within the selected state corporations. The responses are given in Table 8.

Table 8: Human Resource Strategy and Succession Planning

Statements	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Clear organization Mission	48	2.00	5.00	4.06	0.98
Clear understanding of the Human Resource Strategy	48	2.00	5.00	4.00	1.17
Succession plan well aligned to the Corporate Strategy	48	2.00	5.00	3.98	1.23
Clear organization vision	48	2.00	5.00	3.90	.99
Aggregate Mean				**3.99**	**1.09**

It can be deduced that to a large extent (Mean of 4.06 and a standard deviation of 0.98), a clear mission for the organization was found to influence succession planning within the selected state corporations in Kenya. Likewise, the aspect of organization having a clear understanding of the human resource strategy could influence succession planning to a large extent as supported by a mean value of 4.00 together with a standard deviation from the mean value of 1.17. It can further be established that when the succession plan is well aligned to the corporate strategy since it will promote the entire process of succession planning to a large extent (Mean = 3.98; standard deviation = 1.23).

Consequently, the study found out that the clear organization vision was also being given priority since the respondents agreed to a large extent (Mean = 3.90, standard deviation = 0.99) that it influenced succession planning. The overall results revealed that human resource strategy within the state corporation was influencing succession plans to a large extent as the entire aspects produced a mean value of 3.99 accompanied with a standard deviation of 1.09.

Inferential Statistical Results

The study carried out an inferential analysis as indicated in the methodological section to enable the researcher to test the relationship between the independent and dependent variables as used by the study. The study begun by carrying out correlation statistics which was used to indicate how variables associated to each other; where the significance level was determined by the p – values.

This was followed by regression analysis where the model produced three sections namely model summary, analysis of variance as well as test of coefficients. The determination of the model summary results was based on the R squared. Analysis of Variance (ANOVA) output was interpreted based on F and p values, while the coefficient of variable estimation was done focusing on t – tests and p – values used in measuring the significance level of coefficients of each independent variable on dependent variable. A variable was considered significant if the p – values

were ≤ 0.05 based on 95% confidence interval.

Test of Association Between Variables

The study estimated the degree of association between the predictor constructs and dependent variable and results for test of association are as provided in Table 9.

Table 9: Correlation Analysis

Variables		Succession Planning	Organizational Culture	Organizational Structure	Employee Mentorship	Human Resource Strategy
Succession Planning	Pearson Correlation	1	.392[**]	-.201	-.144	.803[**]
	Sig. (2-tailed)		.006	.176	.334	.000
	N	47	47	47	47	47
Organizational Culture	Pearson Correlation	.392[**]	1	.207	-.175	.571[**]
	Sig. (2-tailed)	.006		.158	.234	.000
	N	47	48	48	48	47
Human Resource Strategy	Pearson Correlation	.803[**]	.571[**]	.055	.186	1
	Sig. (2-tailed)	.000	.000	.715	.211	
	N	47	47	47	47	47

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

It can be construed that organizational culture is positively associated with succession planning with an r value of .392, and *p* value of .006. In other words, a unit change in organizational culture of state corporation is statistically associated with 39.2% increase in the rate of succession planning. Similarly, human resource strategy has a positive association with succession planning (r = .803 and p < 0.05). Which can also be interpreted that a change in unit of human resource strategy can be associated with 80.3% increment in the rate of succession planning.

Succession Planning and Organizational Culture

Table 10 has the findings of the regression model testing the linear relationship existing between the organizational culture and succession planning. The results of the model summary indicated an R^2 value of .154. Meaning that organizational culture alone can explain about 15.4% of the variation in succession planning within the state corporations in Kenya.

Table 10: Summary of the Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.392[a]	.154	.135	4.63564

a. Predictors: (Constant), Organizational Culture

The estimations of ANOVA results provided regression sum square of 175.455 with equal regression mean square. The residual sum square was 967.013 with a mean square of 21.489. In addition, the findings further gave an *F-* test value of 8.165 accompanied by a strong *p* value of .006. An indication that organization culture was significant in determining succession planning of state corporations since the *p* value is less than the recommended threshold of 0.05.

Table 11: Test of ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	175.455	1	175.455	8.165	.006[b]
1	Residual	967.013	45	21.489		
	Total	1142.468	46			

a. Dependent Variable: Succession Planning
b. Predictors: (Constant), Organizational Culture

The output on beta results indicate that organizational culture has a significance influence on succession planning since it gave a coefficient value of 1.213, backed up with a strong t value of 2.857 and a $p > .006$.

Table 12: Test of Coefficient

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-6.670	6.880		-.970	.337
	Organizational Culture	1.213	.425	.392	2.857	.006

a. Dependent Variable: Succession Planning

The findings have revealed that organizational culture has a significance influence on succession planning in individual test. The findings support Florea (2013) views that organizational culture links succession planning with the value that workplace leaders place on altruism, recommending that leaders must engage in some degree of altruism to develop the careers of subordinate employees with the risk that they may leave the organization.

Succession Planning and Human Resource Strategy
In relating human resource strategy and succession planning, the results were as given in tables 13, 14 and 15. The findings on summary of the model gave an R squared value of .645, indicating that the construct of human resource strategy has ability of explaining approximately 63.7 percent of succession planning among state corporations in Kenya.

Table 13: Summary of the Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803[a]	.645	.637	3.00353

a. Predictors: (Constant), Human Resource Strategy

Table 14 highlights the results of analysis of variance for succession planning and human resource strategy. The findings of ANOVA presented a regression sum square of 736.513, which was same as mean square and gave a residual sum square of 405.955 and a mean value of 9.021.

Furthermore, an F value of 81.642 was given accompanied with a strong p value of .000. An implication that human resource strategy is a strong determinant of succession planning of state corporation.

Table 14: Test of ANOVA

	Model	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	736.513	1	736.513	81.642	.000[b]
1	Residual	405.955	45	9.021		
	Total	1142.468	46			

a. Dependent Variable: Succession Planning
b. Predictors: (Constant), Human Resource Strategy

The coefficient outcomes provided in Table 15 has shown that human resource strategy has a significant influence towards succession planning of the Kenyan state corporations in that, a unit change in human resource strategy tends to improve the process of succession planning by a margin of 62% given a coefficient value of .620 ($t = 9.036$, $p = .000$)

Table 15: Test of Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	33.769	5.183		6.516	.000
	Human Resource Strategy	.620	.069	.803	9.036	.000

a. Dependent Variable: Succession Planning
b. Predictors: (Constant), Human Resource Strategy

The construct of human resource strategy has revealed a significant influence towards succession planning individually. The findings are in support of that of Lowan and Chisoro (2016) whose study revealed that succession planning helps individuals realize their career plans within the organization improves employee morale and their ability to respond to changing environmental demands as well as aiding with downsizing.

Discussion

The research findings indicated that an overwhelming majority acknowledged the presence of succession policies within their respective organizations. Majority of the respondents indicated that they were comfortable with the culture found within their place of work. In the same case, an overwhelming majority of the respondents acknowledged that their personal values were matching with that of their respective state corporations. Similarly, the responses show that most of the respondents agreed to the fact that communication channels are open between the management and the employees.

An overwhelming majority of the respondents acknowledged existence of human resource strategy in their respective organizations. It was established that to a high extent that the respondents indicated that human resource strategy was aligned to the corporate strategy. The results on whether there was clear communication of the organization vision revealed that majority of the respondents admitted that their respective managers always shared the vision of the organization with employees. To a large extent a clear organization mission was found to influence succession planning within the selected state corporations in Kenya. Moreover, the aspect of organizations having a clear understanding of the human resource strategy was found to influence succession planning to a large extent.

The results of correlation test have shown that only organizational culture and human resource strategy had significant association towards succession planning. The results of individual tests of regression models indicated that organizational culture and human resource strategy could affect succession planning individually.

CONCLUSION AND RECOMMENDATION

In conclusion, the study provides the conclusion that organizational culture together with human resource strategy are key factors that influence the process of succession planning. An organization with an effective succession plan works well by having top managers who are fully involved and committed. The support brought about by employees of organizations can also be a key in the activities of the succession planning and this can work well if there is a clear human resource strategy for the organization. Effective succession planning could be of great help in running organizations in the public sector, this is because most of them have employees who are well advanced in age and this might lead to high risk of employee turnover.

Therefore, organizations should prepare in the event that they lose key staff members with critical organizational. Viable succession planning policies can be spearheaded by a good organization culture, which provides values, beliefs, standards and patterns for all staff within the state corporations. Human resource strategy also plays a critical role towards succession planning. The human resource departments should work focusing majorly on the strategic objectives of organizations.

The study recommends that effective succession planning should incorporate a viable human resource strategy and recommendable organizational culture. Organizational culture was found to affect succession planning significantly. Selected state corporations need to understand that future leaders cannot emerge out of an organizational environment that is not conducive to the accumulation of experiences. The succession plan should emphasize on the acquisition of knowledge and skills and the promotion of capabilities, and should also take into account the cultural capacity of the organization for the growth of its candidates for the key positions.

Furthermore, human resource strategy significantly affected succession planning of state corporations. The study recommends that the organization's human resource strategy should be well aligned to the overall strategy of the organization and should contribute towards achievement of organization's goals and objectives. Organizations should focus on having an ongoing process to identify the needed competencies and the candidates who qualify to fill the key positions. The human resource strategy should be concerned with ensuring that the candidates identified for the key positions are developed and that the organization will not suffer if a key leader leaves the organization.

Recommendation for Further Research in Kenya

The main aim of the present research was to determine the factors influencing succession planning in selected state corporations in Kenya. The study established that all the factors under investigation significantly influence succession planning in regulatory state corporations. The study therefore suggests that future researches may be conducted to establish factors influencing succession planning in other public sector firms other than the regulatory state corporations.

The factors tested by the study included organization culture and human resource strategy. It is therefore advisable for future researchers to focus on different factors of succession planning other than those used in this study. Future researcher may also want to explore other methodological approaches such as a different research design, sampling plan and possibly introduce mediating or intervening variables to the relationship under study. Future researcher can also replicate the study in other geographical contexts for purposes of building context specific knowledge.

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