



TRAINING AS A SUCCESSION MANAGEMENT TOOL AND PERFORMANCE OF NATIONAL POLICE SERVICE OFFICERS

Lesasuiyan Richard & Dr. Mercia Anne Sirera, PhD

TRAINING AS A SUCCESSION MANAGEMENT TOOL AND PERFORMANCE OF NATIONAL POLICE SERVICE OFFICERS

¹ Lesasuiyan, R., & ² Merecia, A. S.

¹ Master Student, Kenyatta University, Nairobi, Kenya

² Lecturer, Kenyatta University, Nairobi, Kenya

Accepted: June 1, 2023

ABSTRACT

Succession management facilitates identification and selection of talent to succeed existing employees in an organization's critical roles. Training is a key component in any organization as it helps equip workers with the necessary skills and knowledge for work performance. However, there has been little reflection on training from human needs perspective and its role in succession management. Using Human Capital Theory and Maslow's Hierarchy of Needs Theory, the study examined the role of training in succession management. The study adopted a descriptive survey design targeting all police officers in Nairobi City County, including Kenya Police Service (KPS), Administration Police Service (APS), and Directorate of Criminal Investigations (DCI) headquarters. The sample size of 358 participants was selected using proportionate stratified random sampling and purposive sampling. Questionnaires were used as the main data collection tool, Data was analyzed using descriptive statistics and Chi Square test of independence to establish whether training as a succession tool influenced succession management. The findings revealed training was recognized as essential for organizational continuity and was viewed as a critical element in improving performance. The chi-square test of independence between Training and Performance revealed significant, effect of $\chi^2(2, N = 533) = 75.622, p < .001$, indicating that there is a relationship between Training and Performance. Training was not only found to empower the police officers with knowledge and skills for service delivery, but also enables the officers achieve their personal goals thus enhancing the commitment to the organization and improved performance. Training could act as a catalyst for employee development that contributed significantly to the growth of organization.

Key Words: Training, Succession Management, performance

CITATION: Lesasuiyan, R., & Merecia, A. S. (2023). Training as a succession management tool and performance of National Police Service officers. *The Strategic Journal of Business & Change Management*, 10 (2), 1326 – 1339.

BACKGROUND OF THE STUDY

The work atmosphere is increasingly becoming competitive and organizations should ensure they remain afloat by successfully embracing succession management practices for continuity. Succession management which is a process of identifying and developing employees within an organization who have great potential to fill crucial leadership positions ensure that the organization accomplishes or realizes its mission (Hoch 2013). Succession management is vital in any organization because it creates a smooth transition plan of leadership when senior executives or employees leave the organization due to retirement, resignation or other reasons. With an effective succession management plan an organization is assured skilled employees to facilitate the strategic objectives of the organization.

Armstrong (2009) observes that identifying and assessing talented employees which is an aspect of Succession Management ensure that the institution has a sufficient pool of personnel with the appropriate attitudes, knowledge, and skills to assume critical roles when the need arises. Succession management aims at creating a pool of capable leaders who can take on critical positions as they arise, thereby ensuring continuity and performance of the organization through the development of qualified personnel. Organizations across the globe are realizing that succession management is not just relevant for top positions, but also for all levels of staff who facilitate day to day running of an organization. For example, in the National Police Service, there is need of talented officers in the lower ranks. This is because they are the ones who undertake the security operations. In recognition of the value of Succession Management, developed countries such as China, Canada, and the USA adopted the strategies, while many corporations in African countries are still struggling to fully appreciate its importance (Karien, 2011).

Countries that embrace succession management, prepare their workers for future roles in different

ways such as motivating them through incentives to address their basic needs well as training to increase their competency. Training in any organization ensures that there is adequate human resource needed for both their short and long term survival in the society. This is reflected in work performance in which with adequate knowledge and skills the employees perform their acts in service delivery. Armstrong (2009) observed that training is the systematic and planned modifications of behavior via learning of events, instructions and programmes which assist people in achieving the skills, knowledge and competence levels required in conducting their duties prudently. This reinforces the fact that people who are trained are more empowered and are available for succession in their organizations.

However, for effective training an organization needs relevant programs and good instructors to facilitate development desired competencies. Nassazi (2013) argued that, equipping employees through effective training is imperative in order to maximize the job performance in addition to position them to take on the challenges of the today's competitive and demanding world. This is more important for security personnel given the evolving security world. The contemporary society is marked by many security demands such as terrorism, organized gangs as well as social conflict that requires well equipped officers to address the challenges. According to UNDP (2020), the number of people affected by conflict is reaching record high of approximately 1.2 billion people suggesting fragile settings, reflecting demands on security providers such as police officers.

Training provides that much needed skills, knowledge but also attitude that boosts the self-confidence of the officers that could give them courage to undertake security duties. In addition, the gained skills prepare the officers for any leadership position that may fall vacant for any reason. Karaevli and Hall (2007) found that in order to survive in today's business landscape, organizations must implement effective succession

management strategies to develop and nurture their pool of talent with skilled and adaptable individuals who embrace change, mobility, and learning. Glenn (2007) emphasizes that succession management is crucial for securing top leadership positions for future organizational needs, particularly given the rapidly evolving work environment. Rothwell (2010) on the other hand, observed that when carrying out a systematic succession management approach, new skills and knowledge from organization internal staff are not only enhanced but also prepares the employees for the new role. Hence, training should be considered to be a top priority and as a tool for addressing the issue on skills shortage within the organization (Rajasekar & Khan, 2013).

Historically, organizations recognized succession planning as a tool that is limited to top-level positions, but this has changed as it is now applicable at all levels of the organizational hierarchy. Police work is complex and increasingly becoming unpredictable and deliberate preparation of police officers for the uncertainties that lie in line of their duty is critical. In addition, leadership in command that is well equipped with skills and knowledge in security issues grounded in professionalism is important. Therefore, building police officers professionalism and personal competencies through training enables them to enhance their performance considerably. In Kenya, training is one of the ways of inducting individuals in police work. However, police work is challenging given the ever emerging security related issues. The need for placing training strategically to ensure not only continuity but also effective performance to ensure security for citizens cannot be overemphasized. Notably however, although National Police Service in Kenya, has a policy on succession management, the position of training in the strategy is not well understood. This study sought to establish the influence of training as succession management tool in enhancing performance of police officers in Kenya.

LITERATURE REVIEW

Succession Management

As already highlighted, succession management is a strategy of identifying and equipping talented employees with skills to enable them occupy leadership or any position that may fall vacant for continuity of the organization. This has the implication that development of human resource is critical in any organization. A study conducted by Wolfe (2016) in the United Kingdom noted that addressing human resource is a paramount practice in improving employees' skills development. The study noted further that close to 40% realized increased performance as 60% realized that retaining of employees who are talented as among the leading challenges for succession management. Recognizing the importance of succession management, the United States of America laid down strategies that would retain and develop talent in organizations to ensure zero outage of talent and ensuring planned succession with lowered replacement. The implication is that with proper succession planning smooth running of organizations is ensured. Notably, however, a study carried out by Pinaet al., (2015) cited that majority of the public institutions and agencies have not greatly acknowledged the contribution of Human Resource Management (HRM) with an aim of improving employee retention. The National Police Service (NPS) is not an exception, therefore it is not clear whether talent management through training is one of the ways to ensure continuity and performance in the organization.

Timms (2016) in his study in Uganda cited that succession management plays a paramount role in ensuring sustainable service delivery among public and private institutions. The service delivery contribution is informed by various factors such as skills, changing expectations of career, labor require to be sustained in order to ensure the service sector has the ability in sustaining the high-performance quality and responsiveness. Specifically, police officers are expected to offer exemplary performance all through as they deal with some of

life-threatening issues. This requires that they are well trained to be able to offer required services. Accordingly, for any organization, training enhances new skills and abilities of an employee and helps them to rectify the performance deficiencies in them, but also it is a major factor for motivation (Mishra, 2020). In spite the importance of training for human resource management there is evidence from empirical literatures that majority of the organizations in Africa have not put emphasis on training to facilitate retaining, development and change management on the public service performance. For example, Clutterbuck (2012) observed that in Nigeria over 68% of employee within the private and public institutions poorly performed their duties as a result of lack of retention programs, talent development and strategies on change management.

Kibui (2015) in a study done in Kenya argued that organizations need to consider best ways in managing succession of employees efficiently and ensuring that management, future leadership and technical capacity is made available for service delivery without interruption. This will ensure that crucial operations within an organization are not jeopardized in case there is a vacancy left. Police provide critical service in the nation such that any limitation in their security services puts the whole country at risk. For effective service delivery, the organization requires a succession management strategy that will retain successful employees who are highly qualified to ensure security of communities. Notably however, although security is paramount, few studies have focused on succession management within the police organization. This study sought to fill this gap

Effective successful management also requires that officers are deployed in positions that they can serve efficiently. Kipkurui (2014) argued that despite the existence of strategic management within the National Police Service, deployment structures did not demonstrate sensitivity on talent/professional competence of the officers. Instead he observed that a good percentage of law

enforcement officers were carrying out duties in which they had limited skills and knowledge despite the fact that the organization had trained them in different expertise. This affects the succession management within the NPS but more significantly demoralizes the officer making them become less committed to the organization hence affecting their performance. Effective succession management plans not only ensures that the officers are thoroughly equipped with requisite skills and knowledge but also ensure that the officers are deployed in dockets that match their strengths to ensure effective performance. The study aimed at evaluating succession management plans in the NPS and how it influenced performance.

Influence of Training on Succession Management

Training is a paramount aspect of succession management within an organization. Training improves quality performance and job satisfaction hence improving the performance of the employees within an organization (Borgas, 2005). Dahlke (2012) observed that training assist in enforcing appropriate workplace conduct and moderating those which fails to improve performance. Accordingly, training prepares employees to undertake current and future responsibilities (Rothwell, 2010). Mumanthi (2014) observed that work programs on training bear a significant implication on the employees' performance as well as succession management. Similarly, Jagero, Kamba and Mlingi (2012) observed that training significantly affected the job productivity and performance of most of the key personnel institutions. Training was therefore seen to have major implications on succession management in institutions since the employees are equipped with requisite skills to take up new and more challenging roles.

On-the-job training has also been found to offer practical learning opportunities that enhance the competencies of workers. Police officers who learn fundamental skills during their service delivery are able to take more responsibilities exhibiting exemplary performance. In line with this view Terra

(2009) opined that among the ways of police retention achieved is via training and having training programs which are structured and which adds value to the organization. Mburu, Maina & Waithaka (2017) observed that on-the-job training provide employees with task-specific knowledge and skills in work area. The knowledge and skills presented are directly related to the job requirements therefore enhancing performance. Similarly, Ngari (2015) observed that job training impacts performance through improving the skills levels, productivity as well as the satisfaction of customers. In general training plays a critical role not only in equipping employees with knowledge and skills but also attitudes and work behavior that influences retention (See Edeh 2019). Similarly, Dialoke (2015) stressed that training is all about teaching or developing in self or people, skills as well as knowledge that associate with specific useful competencies therefore, training for police officers could influence both performance and retention.

Theory informing the study

The study was informed by Human Capital Theory Human Capital Theory, proposed by Gary Becker in 1962 and reviewed by Rosen in 1976. It emphasizes the importance of individuals' skills and abilities that can be enhanced through education and training. According to this theory, investing in human capital, such as education, health, and training, leads to economic gains for both individuals and society. In the context of

organizations, Human Capital Theory suggests investing in education and training improve skills and knowledge, resulting in higher returns for the organization, therefore investing in training would enhance performance of police officers. The Human Capital Theory shades light on the role of empowering workers. Empowered police officers with technical and soft skills prepare them for more challenging roles and greater responsibilities, aligning with the goal of effective succession management within the NPS.

METHODOLOGY

The study employed a cross sectional survey design to establish the effect of training as a succession management tool performance. The study targeted police officers from the three departments of National Police Service, Kenya which are Kenya Police Service, Administration Police Service and Directorate of Criminal investigations. Proportionate stratified random sampling was used to select a sample of officers to take part in the study. Yamane (1967) formula was used to obtain the sample size of 358 participants. Questionnaire was the main method of data collection, Both descriptive and inferential statistics was used to analyze data. Ethical issues were observed.

FINDINGS

Demographic characteristics were analyzed descriptively using frequency distributions.

Table 1

Gender of Respondents

Gender	Frequency	Percentage
Male	212	78.5%
Female	58	21.5%
	270	100%

Table 1 above showed the distribution of respondents concerning gender. There were a total of 270 participants. Of the total respondents, 212 representing 78.5% were male while 58 representing 21.5% were female. The disparity in

the number of male police officers and female police officers can be attributed to the fact that police work is normally perceived as a men's job (Nduwimana & Njambi, 2016). Societies around the world demonstrate the same disparity. Additionally,

Temko (2017) emphasized that the National Police Service has been modeled as a masculine institution leading to the disparity between male and female police officers.

commitment and continuance dedication of an individual. Job experience, and commitment of a worker, improves with time (Guyo & Obonyo, 2019).

Age of the Respondents

Age is a critical component of succession management because it is a key determinant of the

Figure 1
Respondent's Age

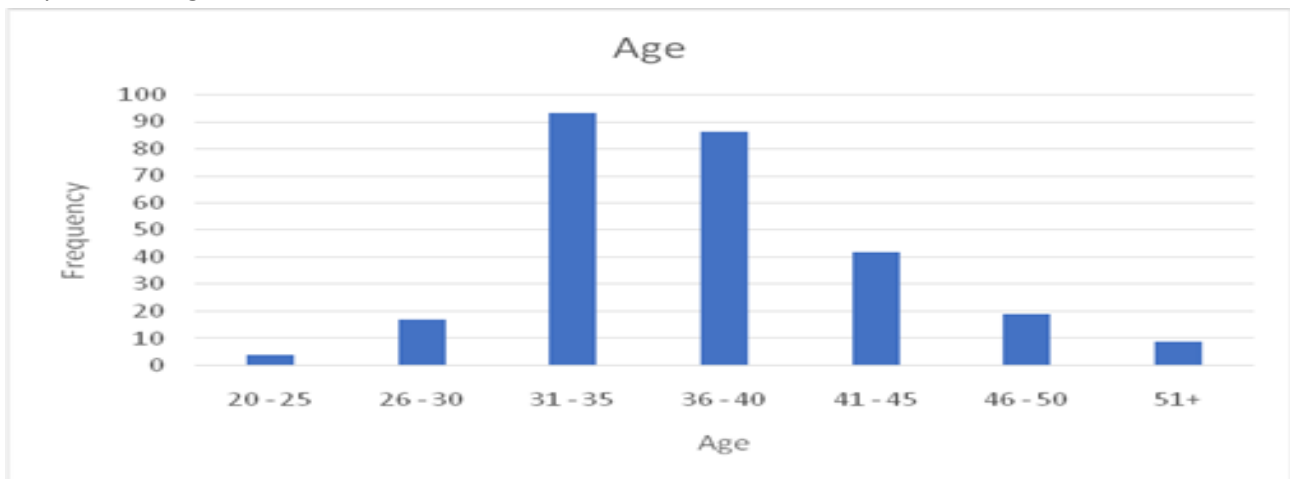


Figure 1 above shows the age of the respondents. There were more respondents between the ages of 31 - 35 while there were few respondents between the ages of 20 - 25. Therefore, it can be argued that those between the ages of 31-35 are in the middle and those between 20-25 years are the junior officers in the command structure. The average age of recruitment is 23 years. The officers, therefore, are likely to be conversant with the succession management system, its implementation process, and the challenges facing it. Some of them have also attended a series of workshops and training offered by the National Police Service in the development of skills.

Service of the Respondents

In the National Police Service, there are two Services (Kenya Police Service and Administration Police Service) and the Directorate of Criminal Investigations. KPS and APS might seem like a single entity, however, each Service conducts its business separately. Succession management system on performance cuts across all the Services, therefore, it is significant to get views from officers serving in the two Services and DCI. The challenges and implementation process might be different in each Service.

Figure 2

Distribution of Respondents with regards to Service

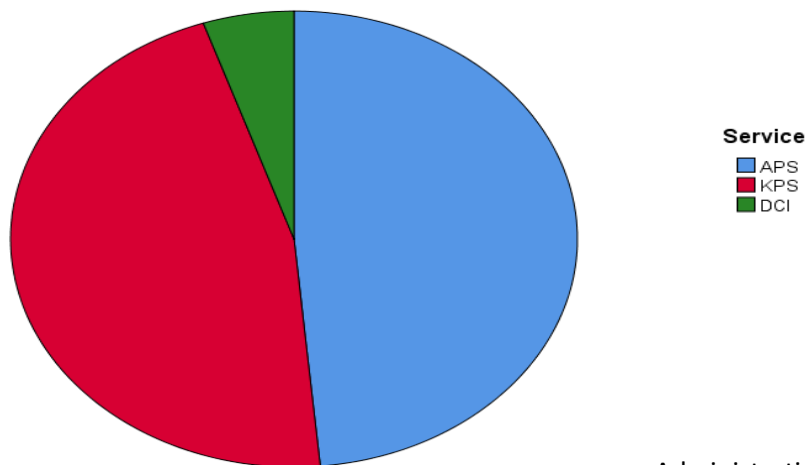


Figure 2 above shows the distribution of the respondents with respect to Service. Most of the respondents are from the Administration Police Service (APS) while a few of the respondents are from the Directorate of Criminal Investigations (DCI). Even though there were several APS compared to KPS, in Nairobi there are more KPS than APS. The higher number of the APS could be attributed to the site of the study which was National Police College Embakasi 'A' Campus. The site of the study which was mainly Embakasi East Constituency host a training College for

Administration Police personnel and the General Service Unit which is a department of KPS. This could explain why there were more Administration Police officers in the study. The DCI has the least number of officers because it is an entity that was given birth in 2010 after the promulgation of the Constitution of Kenya 2010 (Kuria, 2017).

Level of Education

The study sought to establish the level of education of the participants. The results are shown in the table below.

Table 2

Level of Education of the Respondents

Level	Frequency	Percentage
'O' Level	103	38.7 %
Diploma	76	28.6%
Bachelor's Degree	53	19.9 %
Postgraduate	30	11.3 %
Others	4	1.5 %
Total	266	100 %

Table 2 above shows the distribution of respondents with regard to the level of education. Of 270 respondents, 266 indicated their highest level of education while 4 failed to indicate their level of education. As seen above out of 266 respondents, the majority have 'O' level at 103 representing 38.7% followed by diploma holders at 76 representing 28.6%, the bachelor's degree

holders were 53 representing 19.9% while postgraduate holders were 30 representing 11.3%. There were four others in other categories. The results show that majority were form four holders. This is not surprising because 'O' is the entry point of majority of police officers other than those who join as cadets.

Influence of Training on Performance in the NPS

This study sought to gather and analyze the views of police officers on the extent which job training influences succession management in the National Police Service. The researcher asked the respondents to indicate whether training as a succession management tool ensures continuity in performance in NPS or not using a five point point

Likert scale as follows. 1 – Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, and 5 – Strongly Agree. The opinions of strongly agree and agree were combined as they reflect the same opinion and similarly the opinions of strongly disagree and disagree were combined. The responses were collapsed to provide a clear picture on what the views of the participants.

Table 3

Influence of Training on Performance in the NPS

Statements	SA/A		N		D/SD	
	N	%	N	%	N	%
Training as a succession management tool ensures continuity in performance in NPS	205	77.4	26	9.8	32	12.8
Training as succession management tool enables NPS to improve performance	215	80.2	23	8.6	30	11.2
NPS does not encourage officers to engage in training for succession management	64	23.9	45	16.9	158	59.2
NPS does not encourage officers to privately develop my capacity	86	32.4	52	19.5	128	48.1
Training programs within the NPS are adequate in developing performance management	109	41.1	49	18.5	107	40.4
NPS provides coaching and mentoring for its staff to enhance their performance	128	48.3	64	24.2	63	27.5
Senior management in the NPS are not committed to build leaders at all management cadres in order to improve their performance	104	39.0	51	19.1	112	41.9
NPS does not offer staff compelling career growth and progression which are crucial in performance	111	42.0	49	18.6	104	39.4
Training and development modules are offered to at frequent intervals to improve performance within the NPS	136	50.9	51	19.1	80	30.0

Source: Field Survey

Table 3 above showed the summary of the responses from the respondents. From table 3 above, 205 respondents representing 77.4% of the respondents' agreed training is a succession management tool ensures continuity in performance in the NPS, 32 respondents representing 12.8% of the respondents disagreed, and 26 respondents representing 9.8% of the respondents were undecided. Two hundred and fifteen (215) respondents representing 80.2% of the respondents agreed that training as a succession management tool enables NPS to improve

performance, 30 respondents representing 11.2% of the respondents disagreed, while 23 respondents representing 8.6% of the respondents were undecided. Sixty-four (64) respondents representing 23.9% of the respondents agreed that NPS does not encourage officers to engage in training for succession management, 158 respondents representing 59.2% of the respondents disagreed, while 45 respondents representing 16.9% of the respondents were undecided. Eighty-six (86) respondents representing 32.4% of the respondents agreed that NPS does not encourage

officers to privately develop their capacity, 128 respondents representing 48.1% of the respondents on the other hand disagreed, and 52 respondents representing 19.5% of the respondents were undecided. One hundred and nine (109) respondents representing 41.1% of the respondents agreed that the training programs within the NPS are adequate in developing performance management, 107 respondents representing 40.4% of the respondents disagreed, while 49 respondents representing 18.5% of the respondents were undecided. Accordingly, 128 respondents representing 48.3% of the respondents agreed that NPS provides coaching and mentoring for its staff to enhance their performance, 64 respondents representing 27.5% of the respondents disagreed, while 63 respondents representing 24.2% of the respondents were undecided. From the table, 104 respondents representing 39.0% of the respondents agreed that the senior management in the NPS is not committed to build leaders at all management cadres in order to improve their performance, 112 respondents representing 41.9% of the respondents disagreed, while 51 respondents representing 19.1% of the respondents were undecided. As regards to career growth 111 respondents representing 42.0% of the respondents agreed that NPS does not offer staff compelling career growth and progression which are crucial in performance, 104 respondents representing 39.4% of the respondents disagreed, and 49 respondents representing 18.6% of the respondents were undecided. As for training modules, 136 respondents representing 50.9% of the respondents agreed that training and development modules are offered to at frequent intervals to improve performance within the NPS, 80 respondents representing 30.0% of the respondents disagreed, while 51 respondents representing 19.1% of the respondents were undecided. Overall, the findings suggest the police officers view training as an important succession management.

Discussion

Based on the results the study suggest that training is a key factor in the succession management. For this reason, the participants observed that the, training ensured continuity of the organization. According to Ottawa University (2022) empowering employees within the workplace influences them to develop competencies thus making them enhance their engagement with the organization. Similarly, training of new entrants stimulates them to exhibit discretionary behavior (Friday, 2019) that enables them to stay on. Therefore, the fact that participants of this study suggest that NPS has identified training as a way of improving performance resonates well with existing studies that view training as a key aspect in organizations.

Skills and competency development are important in succession and therefore it is important to provide training projections for all the members of staff in an annual basis (see for example, Kenya Medical Training College, 2019). Taking cognizant of the work of the police officers one can argue that the emerging issues in security arena that police have to grapple with, cannot be addressed without continuous training more so for the officers who assume leadership positions. It is through training that the officers are exposed to knowledge and skills that is required for tackling the emerging issues. In line with this view, Slavković & Slavković (2019) observed that constant changes in the global economy dictates that organizations facilitate their employees to develop and acquire new knowledge, expertise, skills and abilities to respond to the emerging issues. Threats such as radicalization, terrorism and international organized crimes are complex and continue evolving therefore requiring continues training. It is therefore not surprising that the majority of the participants' view training as significant in continuity of the organization as well performance.

Training is important in succession management as it equips employees with skills and abilities to fill vacant positions in an organization. Occupying new position puts new demands on an employee, but

training equips them with necessary skills and knowledge. The National Police Service seems to have taken cognizant of training as the main ingredient for continuity in the Service. Reflecting on the contemporary work environment, planning for succession of leadership is usually propelled by training the subordinates that will take over the responsibilities in the future. Thus, employee training becomes relevant due to technological changes, political dynamism, product variations and cultural behaviors of consumers. In the current society, the consumers of police service are dynamic more informed therefore necessitating continuous training. In line with this view, the NPS has both short- and long-term goals that help the organization deal with the current and future needs. For example, officers learn new ways of combating crime to ensure security for every citizen, in the current state and prepare for the future security needs as well. From the data majority of the respondents at 80% observed that training as succession management tool enables NPS to improve performance. Performance is one key aspect that sustains and legitimates an organization. Accordingly, all organizations are expected to deliver on their mandate. To this end

organization endeavor to capacitate their employees to ensure that the organization performs to the expectation. Centralizing training in an organization promotes engagement with the organization ensuring that employees are not only retained but have skills that are important to ensure that an organization delivers on its mandate.

Descriptively, the study reveals the importance of training as a tool for succession management. Notably however, it is difficult to conclusively state the influence of training on performance. Therefore, there was need to test a hypothesis based on the result that training has influence on performance.

The null hypothesis (Ho); *Training has no influence performance of the police officer.*

A Chi Square test of independence on the training and performance and the training programs as a package for succession management was conducted to allow a conclusive interpretation. A chi-square test of independence was performed to assess whether the observed frequencies of responses for each statement are significantly different from the expected frequencies. The results are shown below.

Table 4

Chi-Square Tests for Independence

	Value	df	Asymp. Sig. (2-sided)
Pearson	74.998	2	< .001
Likelihood	76.271	2	< .001
Linear-by-Linear Association	72.427	1	< .001
N of Valid Cases	533		

As can be seen from the table, the chi-square test of independence between Training and Performance is significant, $\chi^2(2, N = 533) = 75.622$, $p < .001$, indicating that there is a relationship between Training and Performance. The likelihood ratio test also produced a significant result, with a chi-square value of 76.271 and 2 degrees of freedom. The likelihood ratio test and the linear-by-linear association test both also show a significant association between the two variables, with p-

values less than 0.001. These additional tests provide further evidence that the relationship between the variables is not due to chance. Therefore, the null hypothesis was rejected and instead a conclusion was made that there is a significant association between Training and Performance in the NPS. The chi-square test shows that there is a significant influence of training on performance in the National Police Service. In general, training as a tool training influences

performance and this is afforded through well-organized training programs at different levels. Indeed, the NPS has different types of training programmes ranging from the Basic training, skill development for different operational duties and training for promotion among others (National Police Service Commission 2018). As Commission Secretary/Chief Executive National Police Service Commission 2018 observed 'Training and Development ensures an upgrade of the NPS members' core competencies to ensure the Service is well staffed with individuals who possess the required skills, knowledge and aptitudes (Onyango 2018) all the time, hence effective succession management.

CONCLUSIONS

From the findings of the study, it was clear that training is a major tool used to ensure continuity in

the Police Service and it is also playing a critical role in enhancing performance. As seen from the findings, NPS appears to have identified training as a tool to ensure that they are able to respond to any demands of duty and that they have qualified people to take up positions in the Service whenever there is a vacancy. To that end, the organization provided opportunity for continuous training and encourages officers to train, they planned for training programs. Arguably, the training given to the officers appeared to steer the organization enabling them officers to enhance performance. In general training allowed employees to learn and enhance knowledge. It also established an environment in which people can evolve, gain knowledge and experiences, gain respect which would result in increased motivation and better workplace functioning, hence performing their work diligently.

REFERENCES

- Armstrong, M. (2011). *A Handbook of Human Resource Management Practice* (11th Edition). Cambrian Printers Ltd, London.
- Armstrong M., (2009). *Human Resource Management Practice* (10thed.). London, UK: Cambridge University Press
- Aljeemaz, M. (2017). *Business Succession Planning*. Kuwait: Strategic Brand.
- Aquinas, P. G. (2008). *Organization Structure and Design*. New Delhi: Excel Books.
- Baldwin, D. (2017). The strategy of succession planning. Retrieved August 4, from <http://www.businessknowhow.com/manage,sussesplan.htm>.
- Brains, C., Willnat, L., Manheim, J., Rich, R. (2011), *Empirical Political Analysis* (8th edition). Boston, MA: Longman.
- Bocatto, E., Gispert, C., & Rialp, J. (2010). Family-Owned Business Succession: The Influence of Pre-performance in the Nomination of Family and Nonfamily Members: Evidence from Spanish Firms. *Journal of Small Business Management*, 48, 497-523.
- Borgas, G.J. (2005). *Labour Economics*. McGraw Hill, London.
- Berke, D. (2015). *Succession Planning and Management: A Guide to Organizational Systems and Practices*. North Carolina: Center for Creative Leadership.
- Berke, D., Kossier, M. E., & Wakefield, M. (2008). *Developing Leadership Talent*. San Francisco: Wiley Imprint.
- Charan, R., Drotter, S., & Noel, J. (2011). *The Leadership Pipeline: How to Build the Leadership-Powered Company*. California: Jossey-Bass.

- Clutterbuck, D. (2012). *The Talent Wave: Why Succession Planning Fails and What to Do About It*. London
- Cole, G., (2011). *Management Theory and Practice*, London, South Western.
- Condrey, S. E., (2005). *Handbook of Human Resources Management in Government*. San Francisco: Jossey-Bass.
- Dahlke, A. (2012). *Business Succession Planning for Dummies*. New Jersey: Wiley.
- Dalton D. & Dalton C., (2007). CEO Succession: Some Finer and Perhaps Provocative Points. *Journal of business strategy* 28 (3) 6 - 8.
- Fenner E., (2015), "Establishing talent management for company's succession planning through analytic network process: Application to an MNC semiconductor company in South Africa", *Public Personnel Management* (2004) 33.4, pp: 357- 361.
- Gordon, P., & Overbey, J. (2018). *Succession Planning: Promoting Organizational Sustainability*. Cham: Springer.
- Glenn, K. (2007). Ethos, Organizational Career Management Model, <http://www.cmc.ethoscmg.com>.
- Green, E. K., Lynch, R. G., & Lynch, S. R. (2013). *The Police Manager* (7th ed.). New York: Routledge.
- Hanaysha, J.R., and Majid, M. (2017). *Challenges Facing Succession Management*. University of Automotive, Malaysia.
- Harrison,W. (2009). The transformation of American industrial relations. *Journal of Management*. Vol.35, No.9.
- Hastings, S. (2005). *Succession Planning*. Bolton: ASTD Press.
- Hoch, J. E. (2013). Shared leadership and innovation: The role of vertical leadership and employee integrity. *Journal of Business and Psychology*, 28(2), 159-174.
- Jagero, N., Komba, V., & Mlingi, M. (2012). Relationship between On-the-Job Training and Employees' Performance in Courier Companies in Dar es Salaam, Tanzania. *International Journal of Humanities and Social Sciences*, 2, (22), 114-120.
- Kahya, E. (2009). The effects of job performance on effectiveness, *International Journal of Industrial Ergonomics*, Vol. 39, 96-104.
- Kaplan, R. S., & Norton, D. P. (2001). Transforming the balanced scorecard from performance measurement to strategic management: Part I. *Accounting horizons*, 15(1), 87-104.
- Karien,W. (2011). Integrating Leadership Development and Succession Planning Best Practices", *Journal of Management Development*, Vol. 26 No.8, pp.33-34.
- Karaevli,L., & Hall, G. (2007).*Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within*, (2nd ed). Amacom, New York, NY.
- King, G. (2013). Succession planning for your entire organization, *New Hampshire Business Review*, p. 18.
- Kibui.,A. W. (2015). Effect of Talent Management on Employee Retention in State Corporations in Kenya. A Publishes PhD Thesis at JKUAT, Nairobi, Kenya.
- Kipkirui, F. T., (2014). Challenges of Strategy Implementation at the National Police Service. (Unpublished Master's Research Project). University of Nairobi, Kenya.

- Lado, A. A., Boyd, N. G & Wright, P (2009). A competency model of sustainable Competitive advantage: Towards a conceptual integration, *Journal of Management*, Vol.18, No. 1, 77-91.
- Mugenda, O., & Mugenda, A. (2003). *Research Methods: Quantitative and Qualitative approaches*. Nairobi: Acts Press.
- Mumanthi, C. (2018). Effects of Training on Performance: A Case Study of the National Police Service. *Strategic Journal of Business and Change Management*, 1, (1). Retrieved from strategicjournals.com
- Nairobi Declaration. (2009).
- National Police Service. (2020, May 7). *Background and Functions*. Retrieved from National
- Ngari, N. M. (2015). Influence of in-service training on employee performance; a case of judiciary's lower courts in Nairobi County, Kenya. *Strategic Management Journal*, 22 (3), 421-432.
- Merriman, K.K. (2019). On the folly of rewarding team performance, while hoping for teamwork. *Compensation & Benefits Review*. 41: 61-66.
- Musita, M. (2019). *Influence of Training on Employee Performance: A Case of Judiciary's Lower Courts in Kenya* (Master's Thesis, University of Nairobi, Kenya). Retrieved from erepository.uonbi.ac.ke
- Nyamwamu, W. (2012). Role of Employee Welfare Services on Performance of the National Police Service in Kenya: A Case of Kisii Central District. *International Journal of Arts and Commerce*, 73-95.
- Okere, B.I. (2016). effects of strategic rewards on employee performance in the Kenya Police Service. University of Nairobi, Kenya.
- Rajasekar, J. and Khan, S.A. (2013). Training and development function in Omani public sector organizations: a critical evaluation, *Journal of Applied Business & Economics*, 14 (2), pp. 37-52.
- Republic of Kenya, (2009). *National Police Service Act (2011)*. Nairobi: Government Printer.
- Rothwell, W. J., (2010), *Beyond Training and Development*. Jaico Publishing House, India.
- Rothwell W. J., (2007). *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from within (3rded.)*. Broadway, NY: Library of Congress.
- Rothwell W. J., (2005). *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from within (3rded.)*. Broadway, NY: Library of Congress.
- Pina-Ramirez, W., & Davila, N. (2015). *Passing the Torch: A Guide to the Succession Planning Process*. Alexandria: ATD Press.
- Republic of Kenya, Public Service recruitment and Training policy, May 2007, Government press
- Savage, S., P., (2017). *Forces of Change*. Police Reforms, New York.
- Shamsuddin, A., Chan, C.-M., Wahab, E. and Kassim, A.S.M. (2012). Leadership management as an integral part of succession planning in HEIs: a Malaysian perspective, *International Journal of Business and Social Sciences*, 3 (3), pp. 151-158.
- Smyser, R. P. (2013). *Family Business: Practical Leadership Succession Planning*. Indiana: Abbott Press.
- Sweetland, S. R., (1996). Human Capital Theory: Foundations of Field Inquiry. *Review of Educational Research*, 66, 341-359.

- Timms, M. (2016). *Succession Planning that Works: The Critical Path of Leadership Development*. Victoria: FriesenPress.
- Waki, P. (2008). *Commission of Inquiry into the Post Election Violence*. Nairobi, Kenya.
- Williamson, T.M. (1994). *Investigative interviewing*, Blackstone Press: London.
- Wolfe, Rebecca Luhn. (2016), *Systematic Succession Planning: Building Leadership from Within*. Boston, MA: Course Technology.
- Yadav & Dabhade (2013). *Performance Management Systems in Maharatna Companies (a Leading Public Sector Undertaking) of India – A Case Study of B.H.E.L, Bhopal (M.P.)*
- Yamane, Taro, (1967). *Statistics, An Introductory Analysis*, 2nd ed., New York: Harper and Row.
- Guyo, D. D., & Obonyo, P. K. (2019). Demographic characteristics and commitment of the administration of police officers in Kenya. *International Journal of Scientific and Research Publications*, 9(10), 665 – 675.
- Kuria, M. Z. (2017). *Administration Police and Peacebuilding in Kenya: a case study of Molo Sub County, Nakuru County; 1992-2012*. Master's Thesis, University of Nairobi, School of Humanities and Social Sciences. (n.d.).
- Nduwimana, D. and Njambi, E. (2016). *Gender Mainstreaming in Security Sector Reform in Kenya: An Assessment of the National Police Service* - PDF. (2016). Retrieved April 6, 2022, from Docplayer.net website: <https://docplayer.net/63114789-Gender-mainstreamingin-security-sector-reform-in-kenya-an-assessment-of-the-national-police-service.html>
- Pimentel, J. (2010). *A note on the usage of Likert scaling for research data analysis*. 18. 109 – 112.
- Republic of Kenya (2017). *The National Police Service Standing Orders*, Nairobi: Government Printers (n.d.).
- Temko, C. W. (2017). *Analysis of Women Performance in the Administration Police Service: A Case of Administration Police Service Headquarters, Nairobi County*. (Unpublished).