



LEADERSHIP DEVELOPMENT STRATEGY IN SUCCESSION PLANNING AND EMPLOYEE PERFORMANCE IN THE STATE DEPARTMENT FOR PUBLIC SERVICE, NAIROBI CITY COUNTY, KENYA

Maureen Onyango & Dr. Makhamara Felistus PhD

LEADERSHIP DEVELOPMENT STRATEGY IN SUCCESSION PLANNING AND EMPLOYEE PERFORMANCE IN THE STATE DEPARTMENT FOR PUBLIC SERVICE, NAIROBI CITY COUNTY, KENYA

¹ Maureen Onyango & ² Dr. Makhamara Felistus PhD

¹ Student, School of Business, Economics and Tourism, Kenyatta University, Kenya

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

Accepted: August 1, 2024

DOI: <http://dx.doi.org/10.61426/sjbcm.v11i3.3052>

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 policies, 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 Leadership Development Strategy affects employees perform in 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. 30% of the respondents which came to 126 participants were used. The study used stratified random sampling to gather information from the respondents taking part in the study. Both primary and Secondary information were collected. An open ended questionnaire was also used. 10% of the sample size which came to 13 respondents were picked for pilot study. 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 leadership development strategy and employee performance in Nairobi's State Department for Public Service. The study concludes that effective leadership is essential in public service as it directly impacts service delivery, employee morale, and public trust. 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.

Key Words: Leadership Development strategy, Succession Planning, Employee Performance

CITATION: Onyango, M., & Makhamara, F. (2024). Leadership development strategy in succession planning and employee performance in the state department for public service, Nairobi City County, Kenya. *The strategic Journal of Business & Change Management*, 11 (3), 706 – 717. <http://dx.doi.org/10.61426/Sjbcm.v11i3.3052>

INTRODUCTION

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.

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).

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.

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. . 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.

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.

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.

Objective of the study

This study investigated the effect of Leadership Development Strategy to succession planning and

employees performance in the State Department of Public Service in Nairobi City County, Kenya.

Research Questions

What is the effect of Leadership Development Strategy to succession planning and employees performance in the State Department of Public Service in Nairobi City County, Kenya

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.

Scope of the Study

This research concentrated on examining how Succession Planning strategies 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.

LITERATURE REVIEW

Theoretical Review

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

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 while 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).

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.

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.

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.

Leadership Development Strategy 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.

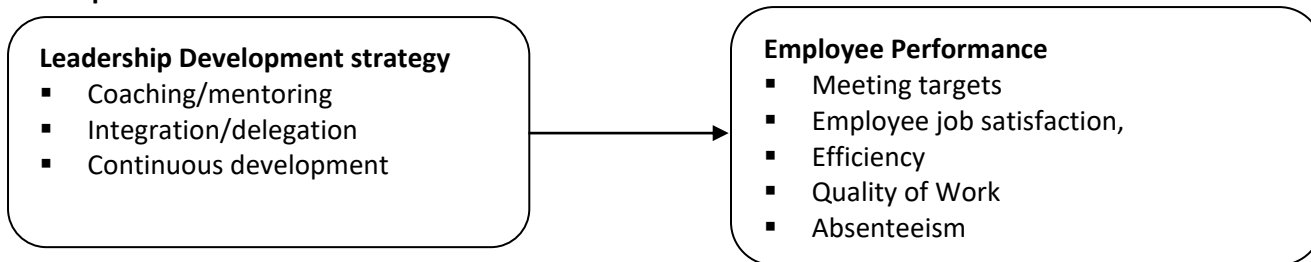
Omoankhanlen Akhigbe and Kalu (2022) studied how leadership training techniques affect how well employees do their jobs. This research used coaching training and delegation as methods for developing leadership skills. The study also relied on the contingency theory as the basis for its research. The 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.

Conceptual Framework



Independent Variable

Figure 1: Conceptual Framework

Dependent Variable

METHODOLOGY

Research Design: 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.

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.

Sampling Technique: The research used a method called stratified simple random sampling.

Sample Size: 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.

Data Collection Instrument: Primary and secondary data was utilized in this research study and were collected by a semi structured questionnaire where additional data was gathered from records of the State Department of Public Service in Nairobi County.

Pilot testing, Validity and Reliability of the instrument: The pilot research included 13 surveys, representing 10% of the total sample. The researcher used both the content and face validity to check how valid the instrument was. This study used a threshold of 0.7 and higher for standardization, showing a dependable questionnaire for research. Hence 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 was applied

Table 1: Reliability Test Results

Variable	Chronbach Alpha Value	Coefficients
Leadership development	0.785	Reliable
Employee performance	0.774	Reliable
Aggregate score	0.773	Reliable

Source: Pilot Study (2024)

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. The data was collected at offices of the state department of public service in Nairobi City County within a two-week period.

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.

FINDINGS AND DISCUSSION

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 2.

Table 2: 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).

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.

Leadership Development

The descriptive results on leadership development are presented in Table 3.

Table 3: 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 3 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 concur 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 agree 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 concur 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.

Employee Performance

The descriptive results on employee performance are presented in Table 4.

Table 4: 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 4 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.

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.

CONCLUSIONS AND RECOMMENDATIONS

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 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 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.

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.

REFERENCES

- Ahsan, M. (2018). Effective recruitment and selection along with succession planning towards leadership development, employee retention, and talent management in Pakistan. *Journal of Entrepreneurship & Organization Management*, 7(1), 1-8.
- Akpan, O. O. O. M.(2019) Succession Planning And Organizational Sustainability Among Banks In Eket Local Govt., Akwa Ibom State.
- Ali, Z., & Mehreen, A. (2020, February). An empirical investigation of predicting employee performance through succession planning: The job demands and resources perspective. In *Evidence-Based HRM: a Global Forum for Empirical Scholarship* (Vol. 8, No. 1, pp. 79-91). Emerald Publishing Limited.
- An, I. D. E. V. (2017). The African Development Bank's Human Resource Management Policy and Strategic Directions.
- Borikar, M. H., & Bhatt, V. (2020). Measuring impact of factors influencing workplace stress with respect to financial services. *Alochana Chakra Journal*, 2231-3990.
- Holt, S., Hall, A., & Gilley, A. (2018). Essential components of leadership development programs. *Journal of Managerial Issues*, 214-229.
- Hongal, P., & Kinange, U. (2020). A study on talent management and its impact on organization performance-an empirical review. *International Journal of Engineering and Management Research*, 10.
- Kamel, N. (2019, November). Implementing talent management and its effect on employee engagement and organizational performance. In *Abu Dhabi International Petroleum Exhibition & Conference*. OnePetro.
- Kobusinge, B. (2018). *Leadership Styles and Employee Performance in the Directorate of Public Prosecution, Uganda* (Doctoral dissertation, Uganda Management Institute).
- Khumalo, N. (2019). Obstacles of human resource planning that affect workers in delivering quality services. *Problems and Perspectives in Management*, 17(2), 114
- Kiai, D., Lewa, P., & Karimi, J. (2019). Influence of human resource planning on performance of firms listed in the Nairobi Securities Exchange in Kenya. *International Journal of Research in Business and Social Science* (2147-4478), 8(5), 54-61.
- Kirimi, R. N., & Maende, C. (2019). Training and Development Techniques and Employee Performance in the Ministry of Labour and Social Protection, Nairobi City County, Kenya. *International Journal of Current Aspects*, 3(2), 131-144.
- LaBerge, D. (1962). A recruitment theory of simple behavior. *Psychometrika*, 27(4), 375-396.

- Lipuku, F., Sang, H., & Rop, W. (2022). Reward and Compensation Management Initiatives on Employee Performance: An Evidence of Organization Development Initiatives. *East African Journal of Business and Economics*, 5(1), 72-79. <https://doi.org/10.37284/eajbe.5.1.552>
- Locke, E. A., & Latham, G. P. (2019). The development of goal setting theory: A half century retrospective. *Motivation Science*, 5(2), 93
- Locke, E., & Latham, G. (2015). Goal-setting theory. In *Organizational Behavior 1* (pp. 159-183). Routledge.
- Lunenburg, F. C. (2011). Goal-setting theory of motivation. *International journal of management, business, and administration*, 15(1), 1-6
- Mamah, A. A., & Ulo, F. U. (2015). Application of equity theory on skilled manpower retention: A study of medical practitioners in public specialist hospitals in Enugu Metropolis, Nigeria. *International Journal of Research in Business Management*, 3(11), 95-110.
- Marginson, S. (2019). Limitations of human capital theory. *Studies in higher education*, 44(2), 287-301.
- Mutungi, V., Oduor, B. A., & Oduol, T. (2020). The Mediating Role of Succession Planning on the Relationship between Strategic Leadership and Organizational Performance: A Study of Kenya Airways.
- Nwinyokpugi, P. N. (2018). Workload management strategies and employees efficiency in the Nigeria banking sector. *International Journal of Innovative Research and Development*, 7(1), 286-293.
- Public Service Commission (PSC). (2017). *Human Resource Planning and Succession Management Strategy for the Public Service*. HR Sucession Planning Strategy. <https://publicservice.go.ke/index.php/publications/policies-guidelines/category/62-guidelines?download=153:human-resource-planning-succession-management-strategy-for-the-public-service-may-2017>
- Ritchie, M. (2020). Succession planning for successful leadership: why we need to talk about succession planning!. *Management in Education*, 34(1), 33-37.
- Stander, F. W., & Van Zyl, L. E. (2019). The talent development centre as an integrated positive psychological leadership development and talent analytics framework. *Positive psychological intervention design and protocols for multi-cultural contexts*, 33-56.
- Subramony, M., Guthrie, J. P., & Dooney, J. (2021). Investing in HR? Human resource function investments and labor productivity in US organizations. *The International Journal of Human*
- Tucci, M., Tong, K., Chia, K., & DiVall, M. (2019). Curricular and co-curricular coverage of leadership competencies and the influence of extracurricular engagement on leadership development. *American Journal of Pharmaceutical Education*, 83(2).