



## **Succession Planning and Organizational Performance of Faith Based Organizations: A Case of Catholic Archdiocese of Nairobi**

**\*<sup>1</sup>Lucy W Njeri, <sup>2</sup>Dr. Thomas Ngui & <sup>3</sup>Dr. Fr.  
Mathenge**

**ISSN: 2616-8421**

# **Succession Planning and Organizational Performance of Faith Based Organizations: A Case of Catholic Archdiocese of Nairobi**

**\*<sup>1</sup>Lucy W Njeri, <sup>2</sup>Dr. Thomas Ngui & <sup>3</sup>Dr. Fr. Mathenge**

**<sup>1</sup>Post graduate Student, Catholic University of East Africa**

**<sup>2</sup>Lecturer, Catholic University of East Africa**

**<sup>3</sup>Lecturer, Catholic University of East Africa**

**\*Email of Corresponding Author: [wambuilucy@yahoo.com](mailto:wambuilucy@yahoo.com)**

***How to cite this article:* Njeri, L., W., Ngui, T. & Mathenge (2019): Succession Planning and Organizational Performance of Faith Based Organizations: A Case of Catholic Archdiocese of Nairobi. *Journal of Human Resource & Leadership*. Vol 3(3) pp. 44 - 62.**

## **Abstract**

In today's very competitive world of business, organizations require a very sustainable high quality and creative workforce. This requires effective succession plan to avoid power vacuum created by transfer, promotion, death and dismissal. The purpose of this study was to establish the influence of succession planning on organizational performance of faith based educational institutions in a case of Catholic Archdiocese of Nairobi. The Specific objectives of the study were to; assess the influence of human resource planning on performance; establish the influence of career development on the organizational performance; assess the influence of selection procedure on the performance of organizations and to examine the moderating effect of regulatory framework on the relationship between succession planning and performance of Faith Based Educational organizations in Catholic Archdiocese of Nairobi. The study was anchored in theories and models, namely human capital theory, social exchange theory, relay succession planning model and scharmer's theory U model. The targeted population was 150 employees working in 17 accredited catholic educational institutions in Nairobi Diocese, who comprised of the principals and top management in these institutions. A census was used to provide detailed information on all or most elements. Data was collected using questionnaires and interview guide. An interview guide with open-ended questions was used to collect data from principals/administrators and heads of departments. Regression analysis was used to establish the influence of succession plan on organizational performance. The findings of the study showed that there was a positive and significant relationship between human resource planning and Organizational performance ( $\beta=0.163$ ,  $p=0.048$ ). In addition, there was a positive and significant

relationship between career development and organizational performance ( $\beta=0.134$ ,  $p=0.027$ ). Moreover, there was a positive and significant relationship between selection procedure and organizational performance ( $\beta=0.366$ ,  $p=0.000$ ). Finally, there was a positive and significant relationship between the moderating effect of regulatory framework on the relationship between succession planning and performance. The study recommended that institutions should put in place an effective succession planning and human resource planning to avoid staff shortage. Also, to introduce career development plans and encourage staff to identify their learning needs. In addition, establish the best criteria for staff selection and encourage participatory governance.

**Keywords:** *Organizational performance, Succession Planning, human resource planning, career development, selection procedure, faith based organization, Catholic Archdiocese of Nairobi*

### 1.1 Background of the study

Succession planning is a process by which an organization identifies one or more successors for critical positions (Hirsh, 2000). There is a need for a succession plan that would identify and develop a group of employees to succeed in the existing leadership in the organization. In essence, this is a long-term approach which should take up an essential part of a firm's human resource management (Sambrook, 2005). It should focus not only the top management succession, but at an expansive view of internal talent pool development (Froelich, McKee & Rathge, 2011) whose contribution leads to effective performance regardless of leadership level.

The most substantial roots of succession planning are commonly found in situations where power is transferred within the family networks especially to the royal families and business empires owned by the family (Garman & Glawe, 2004; Rioux & Bernthal, 1999). In today's dynamic business world, where economic resources are limited and increased environmental turbulence, such practices could be problematic (Odhiambo, Nyanja, & Zakayo, 2014). Also, leadership has become a big concern because of a shortage of capable people in today's workforce (Liddell, 2016; Mattone, 2013). This has been necessitated by the large numbers of baby boomers' managers and executives approaching retirement with not enough capable people to replace them. Therefore, speeding up the development of high potential and emerging leader talent pools is paramount, (Mattone, 2013); but care must be given to selection, development and promotion of employees (Langhorne, 2013).

Succession planning has become very familiar to the organization and most of the companies are hiring key personnel within the organization to reduce the cost of hiring from external (Armstrong, 2014). For instance, McCormack, IBM Motorola, Xerox, AT&T, General Electric, Coca Cola and General Motors made succession planning an intentional process, and for five years they identified and developed internal candidates. The Board demonstrated high level of transparency, and everybody in their organization was involved. This enabled them to create a succession transition, which made each company forge ahead successfully (Beckerman, 2017; Hartwell & Brooks, 2017).

According to McDonagh, Prybil and Totten (2013) companies are caught up by many competing priorities and succession planning is often ignored, especially if the current CEO is

respected. According to Adewale, Abolaji and Kalode (2011), succession planning, talent retention, and career development enhances organizational performance to companies in Nigeria. A study by Ngandu, (2017) on Adventist Faith Based Institution in Zambia revealed a leadership challenge in crucial positions. In some cases, faculties are appointed based on subject knowledge rather than leadership skills. Ideally, every academic leader should have a succession plan, but leaders are reluctant to develop a succession plan to convey a message that they are fully in-charge (Buller, 2016).

Faith-Based organizations such as the Catholic Church and most Religious/groups or foundations within the Church have played a dominant role in education, healthcare, counseling, social welfare, etc. and worked beyond their borders to improve the material well-being of the world's poor. They always move to where there is a greater need and contribute significantly towards building the economy. In the recent past, they have expanded to provide technical and vocational training to post-primary and secondary levels graduates who do not progress to higher levels of formal education. In this way, the student can acquire skills and competencies for wage employment or self-employment. These privately-owned educational institutions must be accredited by Technical Industrial and Vocational Education and Training (Regulatory Framework) Institute and adhere to its guidelines. There are seventeen (17) Catholic vocational and technical institutions registered by June 2018 (Appendix IV). While they have gained popularity for the work they do, some of these organizations today are forced to engage in financial strategies due to economic difficulties.

## **1.2 Statement of the Problem**

Organizational performance is very critical to organizations in the current competitive environment and it requires a very sustainable high quality and creative workforce. Hence the importance of succession planning to avoid power vacuum created when an incumbent leader leaves the organization. Studies have shown that factors such as succession plan, work environment, training and motivation positively affect the overall performance of educational institutions (Abdolshah, Khatibi & Moghimi, 2018). Companies with a planned effective succession plan process outperform those without it; employee's morale is increased and performance enhanced. However, despite these advantages' succession planning remains a challenge to most organizations big or small, public or private (Onyango, Njanja & Charles, 2014; Wangombe & Kagiri, 2015).

Scholars have established that most non-governmental organizations lack succession plan and this has been attributed to poor performance. Faith based organizations also need to emphasize on performance. Studies show that faith-based organizations that were considered well-performing with motivated workforce are suffering from disgruntled and disappointed employees and top performers are switching to other employers. In addition, these institutions suffer from skilled personnel, reduced succession plan and appointment of leaders sometimes does not match the ability and skills requirement making most of the organizations to perform very poorly. In education sector for example, faculties are appointed based on subject area rather than leadership skills (Young, 2012; Marangu, 2014; Ngandu, 2017). A lot of research has focused on developed countries and not much on tertiary educational institutions in Kenya, thus leaving a knowledge

gap in the succession plan. Besides, it is difficult to find literature that reports succession plan efforts taking place in the tertiary faith-based institution, especially in vocational and technical institutions in Kenya. This may prevent institutions from understanding how the absence of such knowledge may impact the sustainability of the organizations. Therefore, the current study

examines the influence of succession planning on performance of Faith Based Educational organization in the Catholic Archdiocese of Nairobi.

### **1.3 Research Objectives**

- i. To assess the influence of human resource planning on performance of Faith Based Educational organizations in Catholic Archdiocese of Nairobi.
- ii. To establish the influence of career development on the performance of Faith Based Educational organizations in the Archdiocese of Nairobi.
- iii. To assess the influence of selection procedure on the performance of faith based educational organizations in Catholic Archdiocese of Nairobi.
- iv. To examine the moderating effect of regulatory framework on the relationship between succession planning and performance of Faith Based Educational organizations in Catholic Archdiocese of Nairobi.

### **1.4 Research Questions**

- i. How does the human resource planning influence the performance of faith based educational organization in Catholic Archdiocese Nairobi?
- ii. In which way does career development influence the performance of faith based educational organizations in Catholic Archdiocese of Nairobi?
- iii. How does selection procedure influence the performance of faith Based Educational organization in Catholic Archdiocese Nairobi?
- iv. To what extent is the moderating effect of Regulatory framework on the relationship between succession planning and performance of Faith Based Educational organizations in Catholic Archdiocese of Nairobi

## **2.0 Literature Review**

### **2.1 Theoretical Framework**

#### **2.1.1 Human Capital Theory**

The human capital theory was proposed by Schultz in 1961 (Schultz, 1961) and Becker further developed the theory in 1964 (Blaug, 1976). According to the theory, education of employees and training in the Organization significantly raises the overall productivity by introducing new skills and knowledge in the Company. The theory further postulated that expenditure on training and education is costly and is an essential investment in the Company. Therefore, the Company should retain the trained people in the organization to reduce other costs relating to hiring (Lauder, 2015). The theory further articulates that Organization maintains very motivated

personnel and talented workforce who feel part of the Organization; hence increases the overall performance when there is transition of power within the Organization (Schultz, 1961).

However, the theory was relevant to the study and gave ideas as to why the Company should consider hiring employees from within the Organization or outside the Organization. Therefore, in a situation where the required competence is available within the Organization, it would be much relevant to replace the key personnel from within the organization rather than seeking services from outside as this would reduce the cost associated with hiring. The theory was relevant to the study that explored succession planning and organizational performance of faith-based organizations: a case of Catholic Archdiocese of Nairobi

### **2.1.2 Social Exchange Theory**

The social exchange theory was proposed by Homans (1958). According to Homans (1958), continuous interaction among the individuals in the organization creates an environment in which people support each other especially when there is a problem, thus enhancing mutual coexistence. The theory further argued that continuous engagement improved the level of trust among each other, thus increasing the level of output, trust, loyalty and mutual commitment. Additionally, Homans (1958) postulated that junior employees would be happy and satisfied when freely associating with senior employees whom they have known for long instead of the new management teams who are new to them.

The theory was relevant to this study as it suggested that continuous interaction of people in an organization positively facilitate the value of commitment and engagement. Also, through interaction, the Company can establish the best person to fill up any key position in the Organization thus providing a smooth handing over of power. Therefore, the theory thoroughly explored the importance of interaction and thus, was much relevant to this study that examined the succession plan and organizational performance of faith-based organizations: a case of the catholic archdiocese of Nairobi.

### **2.1.3 Scharmer's Theory U Model**

Claus Otto Scharmer developed the scharmers theory U model in 2007 to explain the significance of succession in the Organizations. According to Scharmer (2007), the top management in the Organization should establish support mechanisms and formulate steps that would help in finding a suitable successor when the sitting management exits the Company. The model determined that the future performance of the business would depend heavily on the succession planning of the business. In addition, Scharmer (2007) advocated that instead of dealing with immediate necessities of the Organization, management must formulate succession plan as an enduring concept.

Scharmer (2007) explained that the Company should set aside enough resources to train employees and equip them with current information that would ease the succession and minimize future disagreements that may arise from hiring unqualified personnel with unmatched skills with the objectives of the Company. The conclusions of the model helped this study to analyze the succession plan and organizational performance of faith-based organizations: a case of Catholic archdiocese of Nairobi.

#### **2.1.4 Relay Succession Planning Model**

Santorin developed relay Succession planning model in 2004. According to Santorin (2004), the top management of the Company has to pass the roles and responsibilities to a successor over a specified period. Santorin argued that an organization that engages in relay succession plans

posts better achievements since the successors were given business tests and they could manage them in the pre-succession period. The capability of the incumbent business leader to relinquish the baton in real time presents the successor the chance to assess the reins of management and simultaneously obtain training.

The model was relevant to determine the factors that are responsible for the handing of power from one person to another. It was very much useful as it significantly minimizes the risk of selecting the wrong candidate, and at the same time capitalizes on the successor's industry-based experience. The model was relevant to this study and the conclusion of the model was used to explore the succession plan and organizational performance of faith-based organizations: a case of Catholic Archdiocese of Nairobi.

### **2.2 Empirical Review**

#### **2.2.1 Human Resource Planning and Organizational Performance**

Fapohunda (2015) conducted a study on human resource planning and succession planning in Nigeria's higher education. The specific objectives of the study were to examine the impact of talent retention, human resource and succession planning of academic staff in Nigeria's Higher Education institution. The findings of the study showed that most of the public universities in Nigeria do not have any of the calculated attempts toward talent retention, human resource and succession planning of the academic employees.

Moreover, Farashah, Nasehifar and Karahrudi (2011) conducted a study on Succession planning and its effects on employee career attitudes in an Iranian governmental organization. The specific objectives of the study were promotion satisfaction, perception of career success, and perception on employee career attitudes. The findings of the study showed a positive correlation between succession planning extensiveness and career success and satisfaction of promotion process. Perception of job plateau does not show correlation with succession planning extensiveness. Moreover, the paper recognized best practices that should be considered for design of succession planning.

#### **2.2.2. Career Development and Organizational Performance**

Kakui and Gachunga (2015) conducted a study which sought to determine the effects of career development on employee performance in the public sector with reference to National Cereals and Produce Board. The study adopted a descriptive survey. The population for this study was the employees of National Cereals & Produce Board head office in Nairobi. Data was collected using structured questionnaires. Also, data collected was tabulated and analyzed using SPSS version 20 software. The findings of the study showed that job training influences the performance of an employee.

A study by Kelly (2012) on career development practices among commercial banks in Kenya using a census design and questionnaire found that some institutions had incorporated career growth into their appraisal process and through career counselling encouraged employee to pursue higher education resulting to greater productivity. It is not enough to train employee.

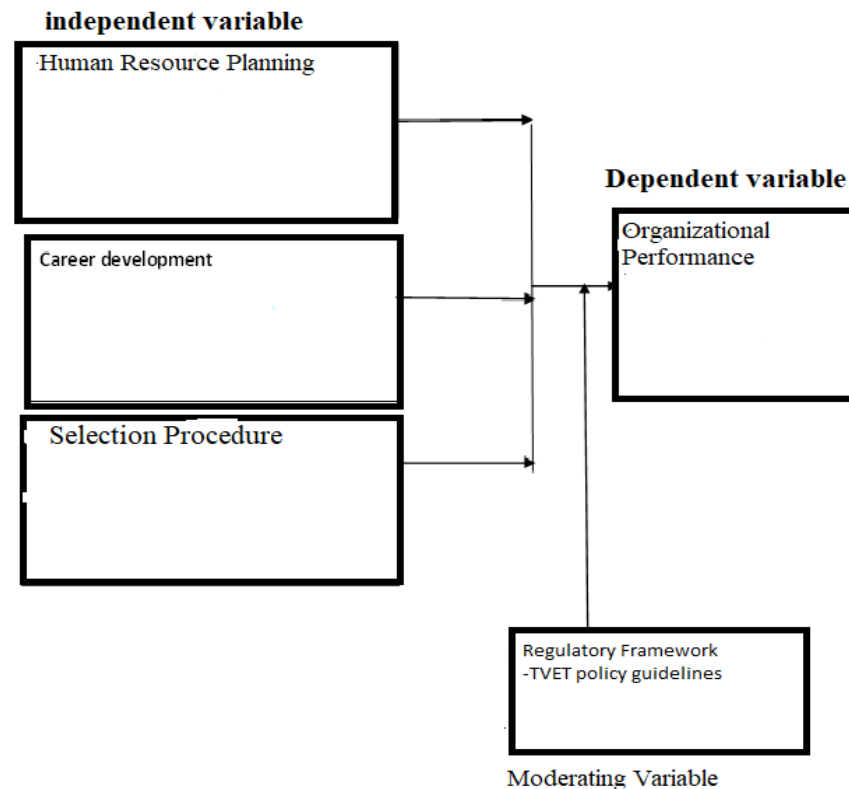
Organizations must ensure that they retain those that they recruit and develop. Retention is “the ability to maintain a stable workforce” (Rothwell, 2010).

### **2.2.3. Selection Procedure and Organizational Performance**

Makhamara, Waiganjo and Kwasira (2016) conducted a study to examine the influence of strategic recruitment and selection on employee performance in the health sector in Kenya. The study used descriptive research survey and cross-sectional survey research design. A target population of 1428 from which a sample of 146 was used. The results of the stud indicated that strategic recruitment and selection influenced employee performance in the health sector in Kenya. From the study findings, the researcher recommended the use, implementation and sensitization of strategic recruitment and selection contingent to the health sector that would steer up employee performance.

Kim and Ployhart (2018) indicated that firms can benefit from structuring selection practices which include assessment to use and how to combine them. They continue to say that firms should use fewer selection practices when the industry is dynamic because it is easier to adapt and to change. Firms within stable industries should use more selection practices since customers and market demands are predictable (Liddel, 2016)

## 2.3 Conceptual Framework



**Figure 1: Conceptual Framework**

## 3.0 Research Methodology

The study used both qualitative and quantitative approach in collecting and analyzing data. Application of both methods in a single study increases the strength of the study and helps take control of bias disadvantage found in qualitative design (Creswell, 2009). The targeted population was 150 employees working in 17 catholic educational Institutions in Nairobi County that offer diploma and certificate courses in various disciplines and are accredited by Technical and Vocational Educational and Training Authority. Also, a census survey was used and the unit of analysis was the principals and the top management of 17 accredited institutions.

## 4.1 Research Findings and Discussion

The section provides the research findings for each of the objective

#### 4.1.1 Human Resource Planning and Organizational Performance

Extent of Agreement or Disagreement on the Human Resource Planning is presented in Table 1.

**Table 1: Extent of Agreement or Disagreement on the Human Resource Planning**

Statements	SA	A	UD	D	SD
	%	%	%	%	%
a. Our institution has a formal system of Human Resources Planning	14.0	49.1	19.3	8.8	8.8
b. The human resource requirements in our institution are planned for in advance.	5.3	40.4	19.3	21.1	14.0
c. There is a programs to help develop potential employee to succeed in a higher level position in your institution	14.0	26.3	26.3	12.3	21.1
d. Our HR planning system is able to provide manpower as per the institution's needs	8.8	33.3	24.3	19.3	12.3
e. Employees with special abilities and talents are provided with special benefits and rewards.	3.5	17.5	22.8	36.8	19.3
f. Through the retention of talents, our institution has been able to have a number of employees promoted to higher positions.	10.5	26.3	19.3	22.8	21.1

**Key:** SA- Strongly Agree, A-Agree, UD-Undecided, D-Disagree, SD- Strongly Disagree

Results from Table 1 shows that 63.1 % (14%+49.1%) of the respondents agreed that the institution has a formal system of human resources planning. Nevertheless, 17.6% (8.8% +8.8%) and 19.3% remained undecided on the matter. Furthermore, 45.7 % agreed with the statement that human resource requirements in the institution are planned for in advance, 35.1% disagreed with the statement and 19.3% were undecided. Also, 40.3% of the respondents agreed with the statement that there is a program to help develop potential employee to succeed in a higher-level position in your institution, 33.4 % disagreed with the statement and 26.3% were undecided.

Additionally, 42.1% agreed with the statement that human resource planning system is able to provide manpower as per the institution's needs. However, 31.6% of the respondents were negative by disagreeing and strongly disagreeing 24.3% were undecided. Moreover, 56.1% disagreed with the statement that employees with special abilities and talents are provided with special benefits and rewards in their institutions, 21.0% agreed with the statement and 22.8% were undecided on the matter. Finally, 43.9% of the respondents disagreed with the statement that through the retention of talents, 36.8% agreed with the statement and 19.3% were undecided.

The principals also gave their views on the human resource capacity. The explanations that were given are as summarized in Table 2 below

**Table 2: Whether the organization analyzes its overall plans and objectives so as to determine the human resource required for all the activities**

	Frequency	Percent
At the discretion of the institution administration	1	5.6
NO. Most of the decision are done from the management without consultation with heads(principals)	1	5.6
No. the human resource required depends on the courses offered in the institution and number of students enrolled	1	5.6
No. This is only left to the discretion of head of finance and administration	1	5.6
Not Sure	1	5.6
Yes	3	17.7
Yes. but not effectively implemented	1	5.6
Yes. depending on the arising needs	1	5.6
Yes. Expansion	1	5.6
Yes. It looks at the number of student's visa-vise the lecturers but at the moment there are a minimum number of hours that are considered	1	5.6
Yes. The principal comes up with a work schedule for each lecturer vice-a-vise the workload and other responsibilities to determine effective person needed.	1	5.6
Yes. This is how we determine the need for a part-time or full-time staff depending on the need	1	5.6
Yes. We evaluate the performance of student in class work and exam. This give us the guideline of skills and experience needed in hiring personnel		5.6
Yes. We evaluate to improve the quality of our mission	1	5.6

#### **4.1.2 Career Development and Performance**

The Training and Career Development Process of Employees is shown in Table 3

**Table 3: Training and Career Development Process of Employees**

Statements		SA	A	UD	D	SD
		%	%	%	%	%
a.	The training opportunities are always directed towards empowering the employees for a higher position in the institution.	19.3	19.3	21.1	22.8	17.5
b.	In our organization, there is mentoring of employees to improve on their careers.	8.8	59.7	10.5	15.8	5.3
c.	In our organization, the management supports employees who wish to advance in their career.	22.8	31.6	15.8	17.5	12.3
d.	In our organization, there is regular counselling of the employees.	15.8	59.6	5.3	12.3	7.0
e.	In our institution, the seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take up.	12.3	36.8	19.3	17.5	14.0
f.	In our organization, employees returning from training programs are given opportunities to try out what they have learned.	12.3	33.3	21.0	22.8	10.5
g.	In our organization, there is freedom to those who want to advance in their career development.	10.5	29.8	17.6	22.8	19.3
h.	Employees in our organization with extra talents and abilities are identified and given opportunities for training.	5.3	26.3	21.1	26.4	21.1
i.	In our organization, there is equal opportunity to those who wants to develop their career.	5.3	31.6	28.1	15.8	19.3

**Key:** SA- Strongly Agree, A-Agree, UD-Undecided, D-Disagree, SD- Strongly Disagree

From table 3, 38.6% (19.3%+ 19.3%) strongly agreed and agreed that the training opportunities are always directed towards empowering the employees for a higher position in the institution, 40.3% strongly disagreed and disagreed with the statement. Moreover, 21.1% of the respondents remained undecided on the statement. Further, 68.5% agreed with the statement that mentoring of employees in the organization improved their careers, 21.1 % disagreed and 10.5% were undecided about the statement. Additionally, majority (54.4%) of the respondents agreed with the statement that management supports employees who wish to advance in their career, 29.8% disagreed with the statement and 15.8 % were undecided. Moreover, 75.4 agreed with the statement that there is regular counselling of the employees in the organization, 19.3 % of the respondents disagreed with the statement and 5.3 % were undecided. Additionally, 49.1 % of the respondents agreed that seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take up, 31.5 % disagreed with the statement and 19.3 % were undecided. Also, 45.6 agreed that employees returning from training programs are given opportunities to try out what they have learned. However, 33.3 % of the respondents disagreed

with the statement and 21 % were undecided. Furthermore, 40.3 % of the respondents agreed that there is freedom to those who want to advance in their career development, 42.1% disagreed with the statement and 17.6 % were undecided. Also, 47.5% of the respondents disagreed with the statement that employees in the organization with extra talents and abilities are identified and given opportunities for training, 31.6 % agreed with the statement and 21.1% were undecided. Finally, 36.1 % of the respondents agreed that there is equal opportunity to those who wants to develop their career, 35.1 % disagreed with the statement and 28.1 % were undecided

The principals also gave their views regarding career development. They were asked to explain whether the institution provided career development opportunities for employees. A few indicated that career development was available whereas others indicated that such opportunities were not provided.

From Table 4, the Criteria for the Identification and Selection Process of Employees is presented

#### 4.1.3 Selection Procedure and Organizational Performance

**Table 4: Criteria for the Identification and Selection Process of Employees**

Statements	SA	A	UD	D	SD
	%	%	%	%	%
a. Employees within our institution are given an opportunity to fill a higher position based on their skills, competence and ability.	14.0	38.6	14.0	17.5	15.8
b. In our organization qualified and experience employees are promoted.	8.8	40.4	22.9	12.3	15.8
c. In our organization, there is recruitment procedure for hiring new employees.	10.5	54.4	17.5	10.5	7.0
d. Employees in our institution are always prepared in advance to fill in vacant positions that may be abrupt.	8.8	28.1	26.3	17.5	19.3
e. In our organization, employees have positive attitude and trust to the management during selection of employees.	12.3	28.1	28.1	19.3	12.3
f. In our institution, promotion decisions are based on the suitability of the employee rather than favoritism.	24.6	35.1	17.5	10.5	12.3

**Key:** SA- Strongly Agree, A-Agree, UD-Undecided, D-Disagree, SD- Strongly Disagree

From Table 4, majority 52.6 % of the respondents agreed with the statement that employees within our institution are given an opportunity to fill a higher position based on their skills, competence and ability. However, 33.3 % disagreed with the statement and 14% were undecided. Additionally, 49.2 % of the respondents agreed that qualified and experience employees are promoted, 28.1 % disagreed with the statement and 22.9 % were undecided. Moreover, 64.9 % of the respondents agreed that there is recruitment procedure for hiring new

employees, 17.5 % of the respondents disagreed with the statement and also 17.5 % of the respondents were undecided. Furthermore, 36.9 % of the respondents agreed that employees in the institution are always prepared in advance to fill in vacant positions that may be abrupt. Nevertheless, 36.8 % of the respondents disagreed with the statement and 26.3 % were undecided. Additionally, 40.4 % of the respondents agreed that employees have positive attitude and trust to the management during selection of employees, 31.6 % disagreed with the statement and 28.1% were undecided about the statement. Finally, 59.7% of the respondents agreed that promotion decisions are based on the suitability of the employee rather than favoritism. Nonetheless, 22.8 % of the respondents disagreed with the statement and 17.5% were undecided.

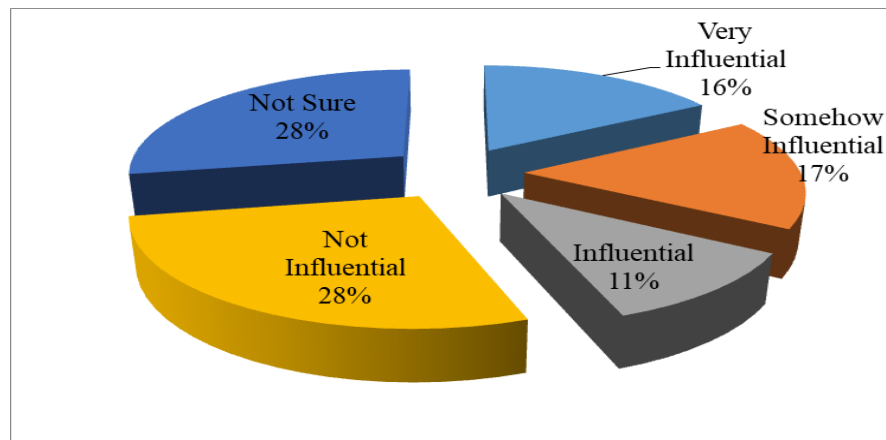
The views of the principals on the selection procedure were also obtained. The responses that they gave are as summarized by Table 5

**Table 5: Principal's Responses on Whether There Was Any Criterion Used in the Identification and Selection of Key Positions**

	Frequency	Percent
Certificate and experience, previous interviews	1	5.6
Level of education. Experience in particular work. Faith we consider Catholic Faith	1	5.6
No	2	11.2
Not sure	1	5.6
Yes. Academic qualification and other extra qualification	1	5.6
Yes. Academic qualification and previous experiences in the field	1	5.6
Yes. Based on lecturer's performance integrity and professionalism	1	5.6
Yes. Experience and personal attributes that lends themselves to the position	1	5.6
Yes. Field of specialization as well as passion and competence as the same field.	1	5.6
Yes. On Merits	1	5.6
Yes. Scrutiny is one of the identifiable factors in terms of how long one has and the exposure in the post	1	5.6
Yes. The Criteria is not really streamlined in accordance with the requirement of the institution and mostly do not give any positive contribution.	1	5.6
Yes. The focus on the experience, leadership qualities and mastery of skills in a particular area to come up with selection	1	5.6
Yes. Through strict consultation it helps to improve the service delivery	1	5.6

#### 4.1.4 Regulatory Framework and Organizational Performance

With regards to the regulatory framework, the principals were asked to rate the influence of regulatory framework on the succession of the institution. The responses that they gave are as presented by Figure 2.



**Figure 2: Principals Ratings on the Influence of Regulatory Framework on the Succession of the Institution**

Figure 2 shows that 11% of the principals were positive regarding the influence of regulatory framework on succession in the institution. 17% indicated somehow influential and 16% very influential. 28% indicated it was not influential and 28% were not sure.

#### 4.1.5 Organizational Performance

Table 6 presents the organizational performance

**Table 6: Organizational Performance**

Statements		GE	SE	NS	LE	NE
		%	%	%	%	%
a.	In our organization, the enrollment rate of students has increased.	64.9	22.8	5.3	1.8	5.3
b.	In our organization, the number of students graduated has increased.	49.1	35.1	8.8	3.5	3.5
c.	The growth and development of staff members in terms of knowledge, skills and experience has increased.	29.8	36.8	5.3	22.8	5.3
d.	In our organization, internal operational efficiency has increased	35.1	33.3	14.0	8.8	8.8
e.	In our organization, there is high Job satisfaction	14.0	29.8	24.6	12.3	19.3
f.	In our organization, there is high rate of retention of high-performing staff	19.3	29.8	21.1	14.0	15.8

**Key:** GE- Greater Extent, SE-Some Extent, NS-Not Sure, LE-Little Extent, NE- No Extent

From Table 6, In terms of student enrollment, 64.9% of the staff indicated that the number of students enrolled has increased to a greater extent. This was supported by 22.8% who indicated

to some extent. On the other hand, 7.1% were negative by indicted that it had increased to a little extent or no extent. Also, 84.1% of the respondents indicated the number of students that graduated has increased to a greater extent and some extent respectively. A few (7.0%) however felt otherwise. Additionally, 36.8% and 29.8% indicated that the growth, development of staff members in terms of knowledge, skills and experience increased to some extent and greater extent respectively, 22.8% and 5.3% indicated that it had increase to little extent and no extent at all.

## 4.2 Correlation Analysis

Correlation between Succession Plan and Organizational Performance shown in Table 7

**Table 7: Correlation between Succession Plan Dimensions and Organizational Performance**

Variables		Organizational performance	Human Resource Planning	Career Development	Selection procedure	Regulatory Framework
Organizational performance	Pearson Correlation Sig. (2-tailed)	1.000				
Human Resource Planning	Pearson Correlation Sig. (2-tailed)	.410**	1.000			
Career Development	Pearson Correlation Sig. (2-tailed)	.515**	.604**	1.000		
Selection procedure	Pearson Correlation Sig. (2-tailed)	.664**	.573**	.580**	1.000	
Regulatory Framework	Pearson Correlation Sig. (2-tailed)	.304**	.460**	.307**	.469**	1.000
		0.001	0.000	0.001	0.000	

The Pearson's' product moment correlation between human resource planning ( $r=.410$ ,  $p=.000$ ), career development ( $r=.515$ ,  $p= .000$ ), selection procedure ( $r=.664$ ,  $p= .000$ ), regulatory framework ( $r=.304$ ,  $p= .001$ ) and organizational performance were found to be positive and moderate. The relationships were also found to be significant because the p value for significance was less than 0.05 alpha thresholds.

### 4.3 Regression Analysis

Model Summary for Succession Plan on Organizational Performance is shown in Table 8

**Table 8: Model Summary for Succession Plan on Organizational Performance**

Model	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.762	.712	3.99335

From Table 8 the coefficient of determination is such that  $0 < r^2 < 1$ , and denotes the strength of the linear association between x and y. This is supported by coefficient of determination also known as the R square of 0.762. This implied that 76.2% of the total variations in organizational performance in the faith-based institutions are explained by succession plan; Specifically, human resource planning, career development, selection procedure and regulatory framework.

The Analysis of Variance is depicted in Table 9

**Table 9: Analysis of Variance (ANOVA)**

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1524.815	4	381.204	23.905	.000 <sup>b</sup>
Residual	1738.203	109	15.947		
Total	3263.018	113			

Results from table 9 indicated that the overall model was statistically significant. Further, the results implied that human resource planning, career development, selection procedure and Regulatory Framework are good predictors of predictors of organizational performance. This was supported by an F statistic of 23.905 and the reported p (0.000).

Table 10 shows the Regression Coefficient for Succession Plan Dimensions and Organizational Performance

**Table 10: Regression Coefficient for Succession Plan Dimensions and Organizational Performance.**

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
Constant	0.953	1.657		0.575	0.566
Human resource planning	0.163	0.083	0.039	1.98	0.048
Career development	0.134	0.06	0.212	2.246	0.027
Selection Procedure	0.366	0.061	0.568	5.958	0.000
Regulatory Framework	0.484	0.219	0.01	2.210	0.028

The results in table 10 showed that there was a positive and significant relationship between human resource planning ( $\beta=0.163$ ,  $p=0.048$ ) and Organizational performance. In addition, there was a positive and significant relationship between career development ( $\beta=0.134$ ,  $p=0.027$ ) and organizational performance. Moreover, there was a positive and significant relationship between selection procedure ( $\beta=0.366$ ,  $p=0.000$ ) and organizational performance. Finally, there was a positive and significant moderating effect of Regulatory framework on the succession plan ( $\beta=0.484$ ,  $p=0.028$ ) and organizational performance.

## 5.1 Conclusions

There is a positive and significant association between human resource planning and organizational performance ( $r=.410$ ,  $p=.000$ ). Also, there was a positive and significant relationship between human resource planning ( $\beta=0.163$ ,  $p=0.048$ ) and Organizational Performance. Additionally, a positive and significant association between career development and organizational performance ( $r=.515$ ,  $p=.000$ ). Further, career development had a positive and significant relationship with organizational performance ( $\beta=0.134$ ,  $p=0.027$ ) Moreover, selection procedure was positively associated with organizational performance ( $r=.664$ ,  $p=.000$ ). Also, there was a positive and significant relationship between selection procedure ( $\beta=0.366$ ,  $p=0.000$ ) finally, regulatory framework posited association ( $r=.304$ ,  $p=.001$ ). Further, there was a positive and significant moderating effect of regulatory framework guidelines on the succession plan ( $\beta=0.484$ ,  $p=0.028$ )

Furthermore, it can be concluded that human resource planning, career development selection procedure and moderating effect of regulatory framework significantly explains the level of performance of faith based educational organizations in the Archdiocese of Nairobi. This is because the R square was (0.762) that is 76.2%. This implied that the total variations of organizational performance in these institutions was explained by human resource planning, career development and the moderating effect of regulatory framework. Further, the results implied that human resource planning, career development, selection procedure and Regulatory framework are good predictors of organizational performance. This was supported by an F statistic of 23.905 and the reported p value (0.000).

## 6.1 Recommendations

The study recommends that faith based educational organizations in the Catholic Archdiocese of Nairobi to establish mechanism on how to retain the motivated personnel in the organization. Those institutions with inadequate staff should determine their future human resource requirement through an effective human resource plan. Additionally, the study recommends the management to develop career development guidelines and encourage employees to take on available options such as on-the-job training. Training and development opportunities can help staff not to move out of the institutions and look for other opportunities elsewhere. Moreover, the study recommends that staff members in the institution be made aware of the criterion used for selection. This is because most of them are not aware of what precisely the management looks for when selecting staff members to fill vacant positions in the institution. Finally, the study recommends that Faith Based Educational organization in Catholic Archdiocese of Nairobi to adhere to the regulatory framework provided. Regulatory framework was found to have a strong

moderating effect of succession planning on organizational performance. Adherence to the rules and regulations given from the relevant authority will always establish a friendly environment, and the management can stipulate policies that are not against the guidelines of these bodies.

## 7.1 References

- Adewale, S. O., Abolaji, A. J., & Kolode, O. (2011). Succession Planning & Organizational Survival: Empirical Study on Nigeria private y Institutions. *Serbian Journal of Management*, 6(2), 231-246.
- Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practice*. Kogan Page: Publishers. London.
- Blaug, M. (1976). The empirical status of human capital theory: A slightly jaundiced survey. *Journal of economic literature*, 14(3), 827-855.
- Fapohunda, T. M. (2015). Human Resource Planning and Succession Planning in Nigeria higher education. *Journal of Research management and Business Studies*. 2 (2), 176 -187.
- Farashah, A. D., Nasehifar, V., & Karahrudi, A. S. (2011). Succession planning and its effects on employee career attitudes: Study of Iranian governmental organizations. *African journal of business management*, 5(9), 3605-3613.
- Froelich, K., McKee, G., & Rathge, R. (2011). Succession planning in nonprofit organizations. *Nonprofit Management & Leadership*, 22(1), 3–20.
- Garman, A. N., & Glawe, J. (2004). Succession Planning. *Consulting Psychology Journal*, 56(2), 119-128.
- Hirsh, W. (2000). *Succession Planning Demystified*. Institute for Employment Studies. Brighton
- Kakui & Gachunga, I. M., & Gachunga, H. (2016). Effects of career development on employee performance in the public sector: A case of national cereals and produce board. *Strategic Journal of Business & Change Management*, 3(3), 307-324.,
- Langhorne, J. (2013). The power of succession. *Corridor Business Journal*, 9(24), 13-13.
- Lauder, H. (2015). Human capital theory, the power of transnational companies and a political response in relation to education and economic development. *Compare: A Journal of Comparative and International Education*, 45(3), 490-493.
- Makhamara, F. H., Waiganjo, E. W., & Kwasira, J. (2016). Influence of strategic recruitment and selection on employee performance in the health sector in Kenya. *Strategic Journal of Business & Change Management*, 3(21), 347.
- Marangu, E., K. (2014). *Employee Performance Improvement Strategies among Faith-Based Humanitarian Organizations*. (Masters University of Nairobi).
- Mattone, J. (2013). *Powerful Succession Planning*. N.Y, U.S.A: Amacon.
- McDonagh, K. J., Prybil, L., & Totten, M. K. (2013). Leadership Succession Planning: A government Imperative. *Trustee*, 66(4), 15-18.

- Ngandu, P. (2017). The Succession Planning Concept and how the church leadership of the Adventist Educational Institution in Africa Perceive the Succession Plans. *Dissertation Abstracts*, 2(9), 5. (UMI No. 322056814).
- Odhiambo, J., Njanja L., & Zakayo, C. (2014). Effects of Succession Planning Practices on Organizational Performance among the Non-governmental Organizations in Kenya. *European Journal of Business Management*, 2(1), 141-154.
- Sambrook, S. (2005). Exploring Succession Planning in Small, Growing Firms. *Journal of Small Business and Enterprise Development*, 12(4), 579-94.
- Young, J. H. (2012) Best practices in managing Faith Based Organizations through charitable choice and Faith Based Initiatives. *Journal of Social Service Research*, 38 (2), 130-14