



INFLUENCE OF TRAINING AND DEVELOPMENT PRACTICES ON EMPLOYEE PERFORMANCE OF KAKAMEGA COUNTY GOVERNMENT

Sakwa, P. N., & Kwasira, J.

INFLUENCE OF TRAINING AND DEVELOPMENT PRACTICES ON EMPLOYEE PERFORMANCE OF KAKAMEGA COUNTY GOVERNMENT

Sakwa, P. N.,* & Kwasira, J.²

^{*1}Masters Candidate, Jomo Kenya University of Agriculture & Technology [JKUAT], Kakamega Campus, Kenya

² Ph.D, Lecturer, Jomo Kenya University of Agriculture & Technology [JKUAT], Kakamega Campus, Kenya

Accepted: October 30, 2018

ABSTRACT

The purpose of the study was to investigate whether training and development practices have influence on employee performance in Kakamega County Government. The study was carried out in Kakamega County which is one of the 47 Counties in the republic of Kenya. The study specifically focused on influence of training and development practices on employee performance in all the 10 devolved departments/ ministries in Kakamega County. Cognitive learning theory was used. The research design employed in the study was descriptive survey design carried out in the 10 devolved departments that considered a target population of 267 employees at the County Government of Kakamega. The sampling frame for this study was a list of all employees in County Government of Kakamega. Head office provided by the Human Resource Department. The sample size of this study was 160 employees. The study purposively sampled out all cadres which play key roles in the County. Random sampling technique also used to select respondents. Questionnaires were used as research instruments. Structured and semi structured questionnaires were used as data collection instrument. The data collected was analyzed using both qualitative and quantitative methods. The Pearson correlation results revealed that training and development practices had significant and positive relationship with employee performance. The study concluded that analyzed using both qualitative and quantitative methods. The Pearson correlation results revealed that training and development practices were useful predictor of employee performance. The study recommended that county government should formulate policies that would enhance training and development.

Key Words: Training and Development, Employee Performance, Kakamega County Government

INTRODUCTION

According to Rodrigo (2013) succession planning practices is a process of identifying and preparing suitable employees through mentoring, training and job rotation to replace key players within an organization as those key players leave their position for whatever reasons such as retirement, advancement and attrition. Succession planning practices is a strategy of workforce planning. Practice of succession planning is an on-going dynamic process that identifies, assesses and develops talents to insure that an organization can keep up with changes in the work place and market plan. It is a process designed to ensure the organization recruits and develops new hires and in-house staff to fill each key role within the organization. Its goal is similar to workforce planning –hiring the right people, in the right positions at the right time (Burwell, 2011).succession planning practices is a systematic approach to building leadership continuity, developing potential successors in ways that best fit their strengths, identifying the best candidates for categories of positions and concentrating resources on the talent development process yielding a greater return on investment.

Khan (2016) defines employee performance as the degree of accomplishment of the task that makes up an employee's job. According to him job performance is determined by: an employee's capacity, which relates to the extent to which an individual possesses the relevant skills, abilities, knowledge and experience to perform. Sofat, (2012) defines employee performance as a combination of staff being available and staff being competent, productive and responsive. They both agree that employee performance is important to an organizations survival. Employee performance is of major concern in any economy worldwide.

Employee Performance is associated with quantity of output, quality of output, timeliness of output,

presence attendance on the job, efficiency of the work completed and effectiveness of work completed (Mathis & Jackson 2010). Employee Performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resource within a changing environment. Performance oriented employees are the motivator because they have a predetermined directions to achieve positive assessment of their competence relevant by others Heintz & steele (2014). Succession planning practice is very important for realization of individual and organizational objective including employee's performance Ooi (2017). This is the point which intersects the relationship of employees and their performance.

The promulgation of the 2010 Kenya constitution heralded a devolved form of government with the formation of one Central Government and 47 county governments to give local people and communities an opportunity to make decisions and manage their own affairs through elected leaders and representatives. Kakamega County is number 37 among 47 Counties created by the Constitution.

Kakamega County borders Vihiga County to the South, Busia and Siaya County to the West, Bungoma and Trans Nzoia County to the North, Uasin Gishu to the North East and Nandi County to the East. The county covers an area of approximately 3050.3 Km². Administratively the County has 12 sub-counties, 60 wards,7 townships and village units. The Office of the Governor is the highest office in the County administrative structure. It provides overall policy direction and oversight of all activities performed in the County.

The Public Service Management and Administration Ministry in the Office of the

Statement of the Problem

The County Government of Kakamega came into existence after the promulgation of the new constitution and currently it has a workforce of 973. Most employees were retained from the previous county council and municipal council. 30% of them are approaching the 60 years age limit for retirement or require new skills for optimum integration into county government. Other employees were seconded from the national government. Besides all this, the county government still employs other cadres of staff. This has resulted in having excessive staff and therefore the need for the management of the county to initiate a number of succession planning practices to ensure that the current and future employees enhance their performance (Patrick, 2013). Managers and top level authorities are constantly met with issues of succession planning and hence globally retaining talented staff is a serious concern to organizations in the face of increasing employee turnover (Armstrong 2010). A major concern is orderly succession of vacant position in county government of Kakamega and ensuring future needs of their own. In actual sense, there is great need to have succession practices as a minimum guideline for effective management of the whole succession cycle. It is in this light that this study sought to be undertaken to ascertain the influence of training and development practices on employee performance.

Objectives of the Study

The objective of the study was to establish the influence of training and development practices on employee performance in Kakamega County Government

Research Hypothesis

H_{01} Training and development practices have no significant influence on employee

performance at County Government of Kakamega.

LITERATURE REVIEW

Cognitive Learning Theory

Cognitive learning is concerned with the change in what the learner knows rather than what is done Mukokoma (2008). Batt and Colvin, (2011) posted that cognitive theory is based on an observable change in mental knowledge. The origin of this theory was founded by the three researchers Max Wethrtheimer, Wolfgang Kohler & Kurt Lawin, known as the Gestalt theorists suggesting that human consciousness can only be examined by assessing its overall shape or pattern.

According to Bernardin and Russel, (2012) mental process of trial and error gives the insight learning, as learners evaluate outcome, compare it with logical alternatives and choose option that is likely to assist in decision making. Besides this it is vital for learners to acquire plans, strategies and knowledge. According to Batt and Colvin, (2011) there are various factors linked to cognitive psychology things like instruction should be well organized and clearly structured. The task should be clearly outlined and prior knowledge is vital about the success or failure of task.

This was relevant to the study in that learning influences employees to progress. They become capable of increasing their knowledge, organize their things, and learn new ideas. New information is mostly acquired when people are able to associate it with things they have already learned and people can control their own learning Zabaiiza & Matey (2011). Therefore a learning organization is capable of improving employee's skills and become competitive. Through learning a pool of talents is developed hence succession planning will be easier.

Empirical Review

According to De Sario et. al. (2011), training “refers to learning experiences designed to enhance the short-term and/or long-term job performance of individual employees”. In this respect, training is viewed as part of an on-going developmental process. Training needs to be linked with the organizational mission Fischer (2015). So when County governments plan their training activities, they need provide the link with the organizational mission and local budget and implementation.

According to Heath field (2012), the right employee training, development and education at the right time, provides big pay offs for the organization in increase productivity, knowledge, loyalty and contribution. Training helps an organization to achieve its goals and objectives. Grossman and Salas (2011) indicated that training is an arranged work of ideas, skills and attitudes aiming at enhancing performance in a certain circumstances. According to Salas et al. (2012) training enables an organization to change, be competitive, improve skills, be innovative, progress, improve employee safety, enlarge services and attain organization goals.

Monappa and Saiyadain (2008) argued that training is the act of increasing the knowledge and skill of an employee for doing a particular job. Training therefore needs to be seen by management of every organization as a long term investment in its human resource. Dessler (2008), sees training further, as the means of giving new or current employees the skills they need to perform at their various jobs. A yenda (2011), Georgiadis and Pitelis, (2012), Omolo et at. (2013) from their study they found out that training and development have influence on employee performance.

The study done by Della Torre and Salan (2013) on training and development with employee performance indicate that there is a relationship between employee performance and training and

development practices. Trained employees contribute to the success an organization. It has been shown that the most successful and productive employees are those who have received extensive training and development. According to Dessler (2008) it is not a must that when employees are carefully selected they will perform.

This is because while the potential of an employee to perform is one thing, performing is another and therefore an employee with a high potential to perform may not still perform his job if he does not go through training and development. This is why training of newly employed starts with organizational orientation.

Cole (2004) indicated that human resources are the most dynamic of all the organization’s resources and therefore they need considerable attention from the organization’s management, if the human resource are to realize their full potential in their work Training and Development activities just as most other activities in an organization depended on the policies and strategies of the organization. An organization with a well-organized training would refer to it as “systematic training” which is why job descriptions are inevitable during the recruitment and selection process. Furthermore, in establishing what training and development needs an organization has must start with a job description and later performance appraisal.

In part III Protection of Employment of the Labour Act 2003, Act 651 section 10 Rights of a worker, it states that “the rights of a worker include the right to be trained and retrained. According to Nyanjom (2013) the aim of employee development is to increase employees’ morale as development progress improves on employees” confidence in handling assigned tasks at the organization and it reduces wastages and consequently the cost of production is lowered. Belcher & Woodward (2009) posted the

employee development enhances skills, abilities, job satisfaction and worker commitment which leads to improvement of individual output from assigned tasks at the organization.

Employee development is the most vital succession planning practice in the organization and it refers to developing employees and organizations, abilities as a whole. Therefore, there is a direct link between development of employees and their performance. The more developed employees are the more contented and dedicated they become with their job. Consequently this will lead to increased performance of employees Champathes, (2006). Omerzel and Gulev (2011) posted that most of the organizations are concentrating on employee development.

Organizations have discovered that when employees are developed they increase their effort and make use of their skills to achieve organizational goals. Therefore there will always be employees to take up positions when they fall vacant. Succession planning involves career development; a process that prepares individuals for more senior positions in the corporate hierarchy. Its effectiveness is enhanced by the implementation of good succession plans which enable organizations to prepare successors of leadership positions by equipping them with the relevant skills and competencies required (Lamoureux, Campell & Smith, 2009).

Rothwellet *al.* (2005) observes that effective career planning ensures leadership continuity in an organization that key positions retain and develop intellectual and knowledge capital and encourage advancement. According to Namusonge (2012) training can be used for retention and development of employees. There are various kinds of training given to employees, include on-the-job training, vocational training, general and specific training.

Conceptual Framework

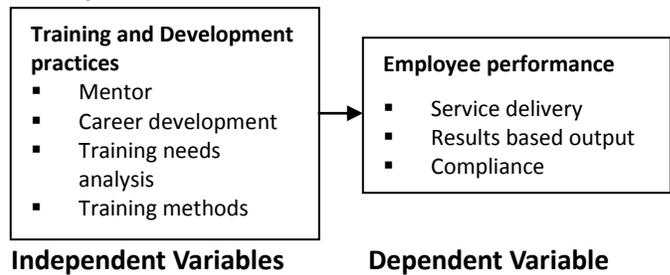


Figure 1: Conceptual Framework

Source: Author (2018)

METHODOLOGY

The study used descriptive design. A descriptive study was undertaken in order to ascertain and describe the characteristics of the variables of interest in a situation. The goal of descriptive study hence was to describe relevant aspects of the phenomena of intent from an individual organization, industry oriented or other perspective Best & Kahn (2007). This study considered a target population of 267 employees at the County Government of Kakamega (HR Department, 2018). These employees were drawn from various cadres as follows: clerical officers, office administrators, supplies officer, Human resource management, accountants. Finance, economists, communication, public relations, legal officers, chief officers and directors. All these employees were located at the County Government of Kakamega Offices. The study purposively sampled out all cadres which play key roles in the County government of Kakamega. The researcher developed the research instruments basing on objectives of the study. The study used both primary and secondary data. The data collected was analysed using descriptive statistics and inferential statistics.

RESULTS

Training and Development Practices

To measure training and development practices, a set of seven statements were formulated. The

respondents were asked to indicate the extent of agreement with each of the training and development practices statements in a five point likert scale from 1-strongly disagree, 2-disagree, 3-undecided, 4-agree and 5-strongly agree. The pertinent results were presented in Table 1.

Table 1: Descriptive results on Training and Development Practices

S. N	Training and development practices	1	2	3	4	5	M	SD
1	In county Government of Kakamega there is mentorship programmers to enhance employees performance	12.9% (18)	14.4% (20)	13.7% (19)	38.1% (53)	20.9% (29)	3.40	1.3
2	Training analysis is considered seriously in county Government of Kakamega	10.1% (14)	38.1% (53)	10.8% (15)	28.8% (40)	12.2% (17)	2.95	1.2
3	My organization makes a planned effort to facilitate employees to learn job related competencies in order to improve performance.	2.9% (4)	42.4% (59)	7.9% (11)	29.5% (41)	17.3% (24)	3.16	1.2
4	Training methods are influenced by organizational m policy	7.2% (10)	34.5% (48)	9.4% (13)	28.8% (40)	20.1% (28)	3.20	1.3
5	The training context is always relevant to my job and it enhances my career progression	6.5% (9)	18% (25)	8.6% (12)	46% (64)	20.9% (29)	3.57	1.1
6	Training needs analysis is normally carried out before the employees are selected to attend an training	14.4% (20)	19.4% (27)	15.8% (22)	31.7% (44)	18.7% (26)	3.21	1.3
7	Training analysis is normally done in our organization to ensure that equal training opportunities are offered to all employees	15.8% (22)	24.5% (34)	10.1% (14)	37.4% (52)	12.2% (17)	3.06	1.3
Overall							3.22	1.2

From Table 1, 38.1%(53) and 20.9%(29) of the sampled respondents agreed and strongly agreed respectively that in county Government of Kakamega there was mentorship programmers to enhance employees performance. A mean of 3.40 and standard deviation of 1.31 implies there is significant deviation from mean. On the other hand, 28.8%(40) and 12.2%(17) of the respondent agreed and strongly agree respectively that training analysis is considered seriously in county Government of Kakamega with a mean of 2.95 and standard deviation of 1.22. The

results also revealed that 29.5%(41) agreed that their organization makes a planned effort to facilitate employees to learn job related competencies in order to improve performance and 17.3%(24) strongly agreed. A mean of 3.16 and standard deviation of 1.22 indicated that there is great deviation from the mean.

There results further revealed that 28.8%(40) and 20.1%(28) of the sampled respondents agreed and strongly agreed respectively that training methods

were influenced by organizational m policy. A mean of 3.20 and standard deviation of 1.30 implied that there was significant deviation from the mean. However, majority of the respondents confirmed that training context is always relevant to their job and it enhances their career progression as indicated by 46%(64) of the respondents who agreed and 20.9%(29) who strongly agreed. A mean of 3.57 and standard deviation of 1.19 implies there great deviation from mean.

Further, 31.7%(44) and 18.7%(26) of the sampled respondents agreed and strongly agreed respectively that training needs analysis was normally carried out before the employees were selected to attend an training. A mean of 3.21 and standard deviation of 1.34 implied that there was significant deviation from the mean. Lastly, 37.4%(52) agreed and 12.2%(17) strongly agreed that training analysis is normally done in our organization to ensure that equal training

opportunities are offered to all employees with a mean of 3.06 and standard deviation of 1.32. The overall mean of training and development is 3.22 with a standard deviation of 1.28. This postulated that there was great deviation from the mean in regard to the effort of County Government of Kakamega in relation succession planning practices through training and development. It also means that respondents did not confirm with certainty training and development in County Government of Kakamega influence success planning.

Employee performance

Employee performance was measured using Service delivery, results based output and compliance. The respondents were asked to indicate the extent of agreement with each of the four statements from strongly disagree (1) to strongly agree (5). The relevant results were presented in Table 2.

Table 2: Employee performance

S.N	Employee performance	1	2	3	4	5	Mean	SDV
1	There is prompt Service delivery	10.1% (14)	12.9% (18)	7.2% (10)	44.6% (62)	25.2% (35)	3.62	1.27
2	In County Government of Kakamega employees produce high quality Output.	8.6% (12)	22.3% (31)	7.9% (11)	48.2% (67)	12.9% (18)	3.35	1.20
3	In our organization there is results based output	4.3% (6)	25.9% (36)	20.9% (29)	37.4% (52)	11.5% (16)	3.26	1.09
4	Employees Comply with performance standards required.	12.9% (18)	16.5% (23)	8.6% (12)	43.2% (60)	18.7% (26)	3.38	1.31
Overall							3.4	1.22

From Table 2, majority (69.8%) of the sampled respondents confirmed that there is prompt Service delivery with a mean of 3.62 and standard deviation of 1.271 implying their great deviation from the mean. The results also revealed that 48.2% (67) of the respondents agreed that in County Government of Kakamega employees produce high quality Output while 12.9%(18) strongly agreed on the same with a

mean of 3.35 and standard deviation of 1.208. This implies that there is great deviation from the mean. Thirty seven point four percent of the respondents agreed that in their organization there is results based output while 11.5% (16) strongly agreed with a mean of 3.26 and standard deviation of 1.099

Lastly, 43.2%(60) and 18.7%(26) of the respondents agreed and strongly agreed respectively that employees comply with performance standards required. A mean of 3.38 and standard deviation of 1.315 implying that there was great deviation from mean. The overall mean was 3.4 and standard deviation of 1.223 indicating that there is great deviation as far as employee performance is concerned in the county government of Kakamega.

Inferential Analysis

Influence of Training and Development Practices On Employee Performance

The objective of the study was to determine the extent to which training and development practices influence employee performance in County

Government of Kakamega. The objective sought to test the first hypothesis: H_{01} : Training and development practices have no significant influence on employee performance at County Government of Kakamega. This was accomplished by use of linear simple regression (R^2) at significance level of 0.05 (95.0% confidence level) with aid of SPSS version 20.

Regression analysis was used to tell the amount of variance accounted for by one variable in predicting another variable. Regression analysis was conducted to find the proportion in the dependent variable (Employee Performance) which can be predicted from the independent variable (training and development practices) Table 3 showed the analysis results.

Table 3: Regression Results of Training and Development Practices and Employee performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.626 ^a	.391	.387	.74646		
a. Predictors: (Constant), Training and development practices						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.103	1	49.103	88.124	.000 ^b
	Residual	76.336	137	.557		
	Total	125.439	138			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Training and development practices						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.557	.207		7.536	.000
1	Training and development	.569	.061	.626	9.387	.000
a. Dependent Variable: EP						

The results revealed a coefficient of determination (r^2) of 0.391. Meaning training and development practices could explain up to 39.1 % of the variance in employee performance at County Government of Kakamega. The F test gave a value of (1, 138) = 88.124, $P < 0.01$, which supported the goodness of fit of the model in explaining the variation in the

dependent variable. It also meant that training and development practices were a useful predictor of employee performance at County Government of Kakamega. The unstandardized regression coefficient (β) value of training and development practices was 0.569 and significance level of $p < .001$. This indicated that a unit change in training and development

practices would result to change in employee performance by 0.569 significantly.

The first null research hypothesis posited H_{01} : Training and development practices have no significant influence on employee performance at County Government of Kakamega was rejected using both r and R^2 . From the results, training and development practices had significant positive effect on employee performance with $P < 0.01$ and it significantly accounted 39.1% variance in employee performance at County Government of Kakamega. Therefore, the first null hypothesis is rejected as training and development practices have no significant influence on employee performance at County Government of Kakamega.

These findings compare favorably with Della Torre and Salan (2013) on training and development with employee performance indicate that there is a relationship between employee performance and training and development practices. This also agrees with Ayenda (2011), Georgiadis and Pitelis, (2012), Omolo et al. (2013). From their studies they found out that training and development have influence on employee performance.

Summary of Study Findings

H_{01} : Training and development practices have no significant influence on employee performance at County Government of Kakamega

H_{A1} : Training and development practices have significant influence on employee performance at County Government of Kakamega

T-Test Statistics results: ($t=2.819$)

Beta Standardized Coefficient results: $\beta_1 \neq 0$ ($\beta_1=0.225$) and $P < 0.05$ ($P=0.006$)

Verdict: First null hypothesis was rejected

Interpretation: Training and development practices have significant influence on employee performance at County Government of Kakamega

The objective was to determine the extent to which training and development practices influence employee performance in County Government of Kakamega. The Pearson correlation analysis revealed that training and development practices has significant relationship with employee performance ($R=0.626^{**}$) which implied that it has significant positive influence on employee performance in County Government of Kakamega. The simple regression analysis indicated that up to 39.1% variation in County Government of Kakamega employee performance is significantly accounted for by training and development practices. In multiple linear regression, when other variables in the study model (talent management practices, leadership style practices & organization cultural practices) are controlled, a unit change in training and development practices would results 0.225 significant changes in employee performance in the same direction.

Results from likert scale revealed that the overall mean of training and development is 3.22 with a standard deviation of 1.28. This postulated that there was great deviation from the mean in regard to the effort of County Government of Kakamega in relation succession planning practices through training and development. The respondents agreed that training context is always relevant to my job and it enhances my career progression with mean of 3.57 although there was great deviation from mean (1.19). The results also revealed that 59% of the sampled respondents confirmed that in county Government of Kakamega there is a mentorship programmer to enhance employees' performance.

CONCLUSIONS

The study conclusion was derived from study findings after testing the study hypotheses which were derived from the study objectives. The overall conclusion of the study was that succession planning practices has significant positive influence on employee performance in County Government of

Kakamega. The specific conclusions as per objective were as follows:

It was concluded that there is significant positive influence of training and development practices on employee performance at County Government of Kakamega. Therefore, the research hypothesis was rejected. An increase in training and development practices would make County Government of Kakamega to be more responsive to success planning practice hence improve employee performance. The extent of county Government of Kakamega mentorship programs to enhance employees performance is conducted moderately and training context is always relevant to employee job and it enhances their career progression.

RECOMMENDATIONS

Training and development practices were found to have positive influence on employee performance of County Government of Kakamega. Therefore, the study recommends that county government should consider training analysis so as to ensure that

employees who left duty are replaced with easiness. This can be achieved by ensuring that training context is always relevant to job and employees are supported to achieve career progression. This would ensure that the right people with the right skills and attitudes are in the right place at the right time to achieve organizational objectives.

Suggestion for Further studies

The study sought to study to establish the influence of succession planning practices on employee performance in Kakamega County Government. The study revealed that succession planning practices (leadership styles, training and development, organizational cultural and talent management) have not been highly practiced in Kakamega County implying that there may be other factors that influence effectiveness of succession planning practices on employee performance. Therefore, further studies can be conducted on the challenges in the management of succession plan in county governments in Kenya.

REFERENCE

- Abdulkadir,Z.(2005). Organizational culture and job satisfaction. *Journal of Business & industrial marketing*, 18(3), 219-236.
- Adhiambo,I.O.(2014). Influence of succession planning practices on performance of Select health service Non-Governmental Organizations in Winam Division. *Journal of Business and Management*, 8(10), 56-65.
- Allinson,I.(2005). Succession in family firms: The problem of resistance. *Family Business Review*, 1(8), 621-632.
- Alsaeed, K, (2005). "The association between firm-specific characteristics and disclosure: the case of Saudi Arabia". *The Journal of American Academy of Business*, 7(1), 310-321.
- Anis, K.(2011). Organizational culture and performance: *International Journal of Human Resources Management*, 12(5), 782-798.
- Armstrong, M. (2012). *A Handbook of Human Resource Management* (12th Ed.) Wiltshire, Cromwell Press.
- Armstrong M. (2010) *A Handbook of Human Resource Management practices* (11th Ed.) London, Koga page.

- Armstrong, M & Baron, A. (2005) *Managing Performance, Performance Management in Action*. London, CIPD.
- Aswathappa, K. (2008). *International Business*. New Delhi: Tata McGraw Hill.
- Ayanda, O.J.(2011), Strategic human resource management and Organizational performance in the Nigerian manufacturing sector: An empirical investigation. *International Journal of Business and Management*, 6(9), 46-55.
- Babbie,E. (2012). Review and Research Agenda. *Human Resource Management Review*, 19(4), 304-313.
- Barney, S. A. (2012). *Success Factor Corporate Culture: Developing a Corporate Culture for High Performance and Long term Competitiveness, Six Best Practices*. Kindle Edition.
- Batt, R. & S. Colvin (2011). An employment systems Approach to Turnover: Human Resource Practices , Quits, Dismissals and performance. *Academy of Management Journal*, 54(4), 695-717.
- Baldwin,M. (2005). Succession planning in organizations. *Human Resource Management & Leadership*, 22(1), 3–20.
- Bass,P.M.& Bass,F.J.(2008). *The Bass Handbook of Leadership: Theory, Research and Managerial Applications* (4th Ed.) Free Press. London
- Beecler,M.T. & Woodward,C.N.(2009). *Employee Training and Development: Reasons and Benefits*. New York. Authenticity Consulting, LLC, 2009.
- Beechi,S. & Mackenna,J. (2000). Leadership style, organizational culture and Performance: Empirical evidence from UK Companies. *International Journal of Human Resources Management*, 11(4), 766-788.
- Beckery , T , Bellings R, Everleth, T, & Gilbert N (1996). Foci and Bases of Employee Commitment . *Academic Management Journal*, 39(6), 464-482.
- Boglarsky, C. A & Kwantes, C. T. (2007). Perceptions of organizational culture, Leadership effectiveness, and personal effectiveness across six countries. *Journal of International Management*, 13(1), 204-213.
- Berger, L. A. & Berger, D. R. (Eds.). (2004). *The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing and Promoting Your Best People*. New York: McGraw-Hill.
- Bernardin, H.J. & Russell J.E.A. (2012). *Human resource management : An Experiential approach*. Singapore: McGraw- Hill inc.

- Branham, F.L. (2000). Keeping the people who keep you in business: 24 ways to hang on to your most valuable talent. New York: AMACOM.
- Burwell, J. (2011). Succession planning practices is a systematic approach to building leadership continuity. *Journal of International Review of Management and Business Research*, 2(1), 150-169.
- Busi, M. & Bititci, U.S. (2006). Collaborative performance management: present gaps and future research, *International Journal of Productivity and Performance Management*, 55(1/2), 7-26.
- Caldwell & Dixon ,(2010). *Human Resource Management*. (8th Ed.). Boston: Irwin McGraw-Hill.
- Champathes, M.R. Coaching for performance improvement: the COACH model. *Development and learning in Organizations*,20 (2),17-23
- Chikumbi, C.N.L. (2012). An investigation of talent Management and staff Retention at the bank of Zambia.
- Cole, G.A. (2004). Management Theory and practice (6th Ed.). Thomson Learning
- Colins, D. & Mellahi, K. (2009), Strategic Talent Management; A review and Research Agenda. *Human Resource Management Review*, 19(4), 304-313.
- Coulson, T. (2012). Influences of talent management on organizational trust: a field Study, *Procedia - Social and Behavioral Sciences* 99, 843 – 851.
- Cooper,L. & Schindler,P. (2003). Business Research Methods (8th Ed.) USA: McGraw-Hill.
- Crawford.N. & Lok, J.(2004). Corporate culture and organizational Performance. *Journal of Managerial Psychology*, 19 (4), 340 359.
- Creelman, D. (2004). Return on investment in talent management: measures you can put to work right now. Human Capital Institute.
- Cunningham,I. (2007). Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), 304.
- Dal ziel,C. (2004). Talent management: Driver for organization success. *Research Quarterly*,1-13. Retrieved September 8, 2005, *Journal of World Business*, 45(2), 143.
- Darmawan,A. (2013). .Impact of organizational culture on employee performance *Journal of International Review of Management and Business Research*, 2(1), 168-175.
- Deloitte, R. (2004) . *Talent Management Model*. The Develop-Deploy-connect (DDC).

- Deila, T.& Salan,M. (2013). The Effect of On-the –Job-Training Practice on Employee Satisfaction at Kapsara Tea Factory. *International Journal of Academic Research in Business and Social Sciences*.
- Dev,M. & Reeyes,P. (1995). Succession in family firms: The problem of resistance. *Family Business Review*, 1(3), 358-370.
- Dasanayake, S. & Mahakalanda, I. (2008).A literature survey on organizational Culture and innovation. *Global Business and Management Research*, 539-550.
- Desario et.al ,(1994). *The Impact of Training on Productivity: Evidence from a Large Panel of Firms* (No. 134). University of Milano-Bicocca, Department of Economics.
- Dessler ,.G. (2008). Human Resource Management (11th Ed). New Delhi, Prentice Hall , of India Private Ltd.
- Egenova, J. (2013). Replacement planning: A starting point for succession planning and talent Management. *International Journal of Training & Development*, 15(1), 87-98.
- Elliott, A. & Woodward W. (2007). *Statistical analysis quick reference guidebook with SPSS examples*. 1st ed. London: Sage Publications
- Eshiteti, S.N.(2013). Effects of Succession Planning Programs on Staff Retention. *Mediterranean Journal of Social Sciences*, 4(6), 157-165.
- Eunice, S.(1985). *Personnel and Human Resource Management* (5th Ed.). Continuum London: New York Publishers.
- Ferreira, D.(2007). Human Resource Management Systems on Organizational Performance: *International Journal of Human Resource Management*, 17(7),1223–1253
- Fisher, S. (2009) The use of non financial reward in performance Measurements. Management performance (2nd Ed.) dissertation, Englewood cliffs, prentice Hall.
- Fiedler , F.Z.(1969) The use of non financial reward in performance Measurements. Management performance .(1st Ed.) dissertation, Englewood cliffs, prentice Hall.
- Frank, F.D. & Taylor, C.R. (2004). “Talent Management: Trends That Will Shape The Future,” *Human Resource Planning* 27(1),33-41.
- Georgiedis, N.& Pitelis,O. (2012). Effects of Training on Organizational Performance. In public sector in Kenya, *Journal of business management* 1(9), 591-621.

- Griffeth R.W., Hom P.W., Gaertner S. (2000) A Meta-Analysis of Antecedents and Correlates of Employee Turnover, *Journal of Management* 26(3), 463-488.
- Grossman R. & Salas, E.(2011). The transfer of training: What really matters. *International Journal of Training and Development*, 15(2),103-120.
- Hair, B. & Tatham T.(2010). *Multivariate data analysis. 7th edition* Prentice Hall Hanzard, M.A.(2003). Human Resource Management (6th Ed). New Delhi, Prentice Hall , of India Private Ltd.
- Harley, M.,(2004) Performance Management: present gaps and future research, *International Journal of Productivity and Performance Management*, 54(1), 5-23.
- Hartzell, E. (2006). Financial Management, *Financial Review Journal (2009)*, 34(4),25-34
- Healthfield, S.M. (2012). Training: your investment of people development and Retention.
- Heck, R.H. & P. Hallinger (2009). Assessing the contribution of distributed leadership.
- Heinen, J.S., & O'Neil, C. (2004). Managing talent to maximize performance. *Employment relations Today*, 31 (2), 67-82.
- Heinen, S.J., & Colleen, O. (2004). *Managing Talent to maximize performance*. Published online in Wiley inter science. Retrieved from:
- Heintz, C. & Steele, J. (2004). Challenges of Succession Planning, Human Resource leadership, Management Research, Vol.11.
- Huddleston W. (1999). Enrollment Management; Cambridge, University of Oxford Publishers.
- Hytter, A. (2007). Retention Strategies in France and Sweden, *The Irish Journal of Management*, 28(1), 59-79.
- Ibrahim, A.B Souler, K. & Lan, J. (2007). *Human Resource Management Systems on Organizational Performance: International Journal of Human Resource Management*, 18(6): (2007):1236—1256. 26.
- Jassen, C & Yperveen, V (2004). Performance Management and Strategic Approach to Organizational Success. *Journal of Management Research*, 5 (6).
- Jingyu L. (2003). dividend clienteles' financial leverage clienteles and determinant of dividends policy under New Zealand imputation tax regime. *A PHD thesis Massey university*.

- Khan, A, (2007) Performance Appraisal's Relation with Productivity and Job Satisfaction .*Journal of Managerial sciences* 1(2) 34-56.
- Khan, A. (2016) Performance Appraisal's Relation with Productivity and Job Satisfaction .*Journal of Managerial sciences* 2(3), 43-56).
- Kimball,S. (2005). The impact of talent management on retention. *Journal of Business Studies* 3(32), 28-33.
- Kiptoo, J. (2016). Factors affecting effective succession management in the civil Service in the Ministry of Water and irrigation. *Journal of Business Management* , 2(14), 280-293.
- Kombo ,D.K. & Tromp D.L. (2009). Proposal and thesis writing: An introduction. *Nairobi: Paulines Publications Africa*.
- Kothari, C.R. (2008) Research Methods and Techniques. (2nd Ed.). pp.109-110). New Delhi: New Age International (P) limited.
- Kothari ,C.R.(2014) Research Methods and Techniques. (3rd Ed.). pp.109-110). New Delhi: New Age International (P) limited.
- Kwantes, C. T., & Boglarsky, C. A. (2007). Perceptions of organizational culture, leadership effectiveness, and personal effectiveness across six countries. *Journal of International Management*, 13(1), 204-213.
- Laff,M.,(2006) & Ureb (2007). *Talent Management: From Hire to Retire*. T+D Alexandria. 60(11). 42-50.
- Leisy D.& Pyron,R. (2009). Talent Management takes on New Urgency. *Compensation & Benefits review*, 41(4),58-63.
- Lallandhall, C.(1988). *Employee Training & Development*. (4th Ed.) New York: McGraw-Hill.
- Lewis,P. & Heckman,F. (2011). Effects of succession planning management on organization performance in the Public sectors in Kenya, *Journal of business management*. 1 (46), 389-402.
- Lucas,Y. (2013). *Personnel and Human Resource Management (5th Ed.)*. Continuum London: NewYork Publishers.
- Manappa .T & Salyadain,H. (2008). *Personnel Management (2nd Ed.)*. Tata McGraw-Hill, New Delhi.

- Mazzola, M, Marchisio, B. & Astdadhin, S. (2008). *Personnel and Human Resource Management* (4th Ed.). Continuum London: New York Publishers.
- Mackerwn, C. (2000). *Management Theory and Practice* (6th Ed.) Thomson Learning.
- Mathis, R. L and Jackson, J. H. (2010). *Human Resource Management*. Mason, OH, USA: South-Western Engage Learning.
- Mellenberg, G.J. (2008). Strategic Talent Management: A review and Research Agenda. *Human Resource Management Review*, 20 (5), 204–213.
- Messmer, M. (2006). Four keys to improved staff retention. *Strategic Finance*, 88(4), 13-14 -32.
- McGee, L. (2006) CEO influence of talent management strategy. *Human Resource Review*, 6(1) 3-3.
- Michael, S.O. (2008). *Using Motivational strategy as panacea for employee retentions and turnover in selected Public and Private Sector Organization in the Eastern Cape Province of South Africa*, Master of Commerce Thesis, University of Fort Hare.
- Molly, D. Lavereen J. & deloof, A., (2010). Participation, satisfaction and productivity: A meta-analytic Review, *Academy of Management Journal*, 29, 727-753.
- Mugenda, O. M. and Mugenda, A.G. (2002) *Research Methods*, Nairobi Press Publishers.
- Mukokoma, C. (2008). *Management Theory and Practice* (6th Ed.) Thomson Learning.
- Nicholas, C. (2012). The link between Talent Management Practices, Succession Planning and Corporate Strategy among commercial Banks in Kenya (*Unpublished Master Thesis, Nairobi University*).
- Noe, R. (2008), *Employee Training & Development: (4th Ed.)*: New York: McGraw-Hill.
- Nyanjom, C., R. (2013) Factors influencing Employee retention in the State Corporations in Kenya. Unpublished Master Thesis, university of Nairobi. National Accord and Reconciliation Act, 2003.
- Nova Scotia *Public Service Accountability Reports Officer Ethics Act, 2003-2006*. leadership and excellence in Human Resource Management. Nova Scotia.
- Odhiambo L.F. & Zakayo, N. (2014) Effects of Succession Planning Practices on Organization Performance among the Non-governmental Organizations in Kenya.

- Ordenez de Pablas,O.D. (2004). Competencies and human resource management: Implications for organizational competitive advantage. *Journal of Knowledge Management*, 12(6), 48-55.
- Oi atal, M.(2007). Human Resource Management Systems on Organizational Performance: *International Journal of Human Resource Management*, 17(7), 1223–1253
- Okumbe, J. (2001), *Human Resources Management*. An educational perspective, Nairobi, Kenya: Educational Development and Research Bureau.
- Omerzel, A.& Guler,O. (2011). Effects of training on employee performance. *International Journal of Scientific Research and Modern Education* 4(3), 32-47.
- Omolo, J.W. (2013), Influence of human resource management practices on the Performance of small and medium enterprises in Kisumu Municipality, Kenya. *International Journal of Business and Social Science*, 4(1), 1-9.
- Orodho, A. J. (2012). *Essential of educational and social sciences research Method*. Nairobi: Malosa Publishers.
- Paddy M.(2013) a popular version of county government system, Devolution made Simple.
- Pablos, P.O.D.,& Lytras, M.D. (2008), Competencies and human resource management: Implications for organizational competitive advantage. *Journal of Knowledge Management*, 12(6), 48-55.
- Pfeffer,J.& Sutton,R.I (2006). Hard facts, dangerous half-truths, and total nonsense: Profiting from evidence-based management. Boston: Harvard Business School Press.
- Pfeffer, J.(1994).Competitive Advantage through people: unleashing the Power of the workforce, Boston, Harvard Business School Press Practice in Britain, Blackwell Publishers Ltd, Oxford UK.
- Pillay, R. (2009). Work satisfaction of professional nurses in South Africa: a Comparative analysis of the public and private sectors. *Human Resource management*. 3(6),102-127.
- Radriego,E. (2013). Effects of Succession Planning Practices on Employee Performance. *Journal of Human Resource management and applied sciences* 4(6), 12-27.
- Reed, E. (2005). Democratizing knowledge, *Journal of clinical nursing* (2005), 14,594-600.
- Riggio, R.E. (2009). Transformational Leadership (2nd ed.) Mahwell, NJ: Lawrence Erlbaum Associates.
- Republic of Kenya (2012), *Kakamega County Development Plan (2012-2017)*, Nairobi, Ministry of State for Planning, National development and Vision 2013.

- Robbins, S.P., & Coulter, M.K.(2002). Management. Upper Saddle River, N.J: Prentice Hall.
- Rothwell, W.J. (2005). Succession Management practices in Australian organizations, *“International Journal of Manpower*, 36(9).762-768.
- Rothwell,W.J.& T.Taylor and P. McGraw,(2004) “Succession Management practices in Australian organizations, *“International Journal of Manpower*, 25(8), 741-758.
- Salas, E., (2012), The science of Training and Development in Organizations: What matters in practice. *Psychological Science in the Public Interest*, 13(2), 74-101.
- Servat,R. (2010). Global talent management: Literature review, integrative framework, and suggestions for further research. *Journal of World Business*, 45(2), 122-133.
- Stewart, J. (2010). The implications of talent management for diversity training: an exploratory study. *European Journal of Training and Development*, 34(6), 506-518.
- Strober, M. H. (1990). Human capital theory: Implications for HR managers. *Industrial* 3(3), 34-56.
- Schweltzer G. & Lyon. K.(2008). Global talent management and global talent challenges: Strategic opportunities for IHRM. *Journal of World Business*, 46(4), 506.
- Shahzad etal,F. (2012). Effects of Succession Planning Practices on Employee Performance. *Journal of Human Resource management and applied sciences* 3(6), 60-78.
- Sofat, S. (2012).Effect of Motivation on Employee Performance and Organization Productivity. *Journal of applied management and applied sciences* 4(5), 54-70 .
- Sutrisno, M. (2007). *Corporate Culture and Organizational Influenceiveness. A Study of the Nigerian Banking Industry*. An Unpublished PhD Thesis of the Faculty of Management Sciences, University of PortHarcourt, Nigeria.
- Taylor, T.. (2004). Succession Management practices in Australian organizations, *“International Journal of Manpower*, 25(8).741-758.
- Thonhill,A. (2009). Research Methods and Techniques (2nd Ed.) pp.99-110). New Delhi: New Age Inter-national (P) limited.
- Tunje, G.,S. (2014). Relationship between Succession Planning Practices and Employee Retention in Large Media Houses in Kenya.

- Uha, M. I. (2010). The Relationship between reward and Employee Motivation in Commercial bank of Pakistan. *Journal of international Studies* 1 (14), 37-54.
- Vande, W. (2003). Human Resource Management. (11th Ed.). Pearson International Edition.
- Walker, J.W. (2001). Zero Defection. *Human Resource Planning*, 24(1),pp 6-8. Yukl, G.(2006). *Leadership in Organization* (6th Ed.). Upper Saddle River, NJ: Prentice Hall.
- Wellins,K. Smith,D. & Euker, G.(2009). Talent management in the public sector. Ashridge Talent management in the public sector. *Ashridge Business School Workforce Management*, 88(11), 37-39
- William N. & Cassack,S (2003) . improving on- the- job training *San Francisco Jossey Bass Publishers* 2003.
- Rothwell, W.J. (2005), *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within*, New York AMACOM.
- Yalcin,E.S., Akbay, B.E., & Oral , T. (1994) *Building reading proficiency : an integrated skills approach*. Istanbul; Bogazici UniversitesiVakfi.
- Yin, R.K (2008). Case study research, design and Methods (2nd Ed.) Sage Publication inc.
- Zahaliza ,M .& Mayer, F. (2011) *Management Theory and Practice*. (6th Ed.) Thomson Learning.
- Zhang, R., Zuckerman, J. H., Giller, C. A., & Levine, B. D. (2010). Transfer function analysis of dynamic cerebral autoregulation in humans. *American Journal of Physiology-Heart and Circulatory Physiology*, 274(1), 233-241
- Zogorsek, H. Dimovski, V. & Skerlavaj, M. (2009). Transactional and transformational leadership impact on organizational learning , *Journal for East European Management studies, Chemnitz:* 14(2),144-155
- Zulgurnam,A. Babak,H. Saira M.& Sheikh, M.(2014). Impact of succession planning practices on employee's performance in commercial Banks of Pakistan. *International Journal of Scientific Research and Modern Education* 4(2), 114-125