



**STRATEGIC HUMAN RESOURCE PRACTICES AND EMPLOYEE PERFORMANCE  
IN THE OFFICE OF THE REGISTRAR OF POLITICAL PARTIES IN KENYA**

**<sup>1</sup> Kavindu Mary Mali, <sup>2</sup> Dr. Atambo Wallace**

<sup>1</sup> Masters in Human Resource Management of Jomo Kenyatta University of Agriculture and Technology

<sup>2</sup> Lecturer, Jomo Kenyatta University of Agriculture and Technology

**ABSTRACT**

The study aimed at examining the relationship between strategic human resource practices and employee performance at the Office of the Registrar of Political Parties. The specific objectives were; to examine the effect of succession planning on employee performance in Office of the Registrar of Political Parties, and to establish the effect of employee Development on employee performance in Office of the Registrar of Political Parties. This study adopted a descriptive research design. The target population was 191 staff of the Office of the Registrar of Political Parties. This study used census hence a sample of 191 staff. Questionnaires were used to collect data. A pilot test was conducted with 10% of the target hence 19 respondents. The study used content and construct validity. Reliability was evaluated through the use of Cronbach's Alpha Coefficient. The constructs measures had an average of 0.5 which is within the recommended construct validity threshold. Reliability test showed that all the variable measures were valid since they meet the reliability threshold of 0.7. The study data was analyzed using descriptive and inferential statistics for analysis with the help of SPSS Version 28. Findings showed that there was a strong significant correlation between succession planning and employee performance in Office of the Registrar of Political Parties ( $r=0.603$ ,  $p=0.000$ ), and a moderate significant correlation between employee development and employee performance in the Office of the Registrar of Political Parties ( $r=0.415$ ,  $p=0.000$ ). The recommendations were; the management should conduct appraisals to obtain information to ensure that managers assessed staff members who have the potential to grow. The management should view training as a long-term process and not just some process that lasts for a short while.

**Key Words:** Strategic Human Resource Practices, Succession Planning, Employee Development, Employee Performance, Office of the Registrar of Political Parties

## Background of the Study

Strategic Human Resource can be used by organizations to affect employee behavior and expectations (Shehadeh, 2019). The people management process is not separate from the Human Resource function. For the acquisition, utilization, and retention of Human Resource, it regularly engages with managers and employees at various levels and functional areas (Kehoe & Han, 2020). According to Kilika et al. (2016), Strategic Human Resource placed a strong emphasis on providing staff members with the information and skills they needed to handle both internal and external difficulties. Human resources was initially dominated by printed payrolls but now centered on strategic innovations like mergers and acquisitions, talent management, succession planning, industrial relations, and workforce diversity as a result of globalization and technology innovations (Obedgiu, 2017). Recruiting and selection, training and professional advancement, payment, and benefits were among procedures and responsibilities of Strategic Human Resource Management (Allui&Sahni, 2016).

Staff selection involves assessing the applicants of an advertised position based on various factors as outlined by the organization. The factors are desired qualifications of a candidate that the organization is interested in. The main aim of recruitment is to acquire skilled staff at the lowest possible costs that will enable the company to achieve its goals. The organization formally engages in training and career development to help employees gain the information, abilities, skills, and experience necessary to execute current or future roles. Compensation and benefits are the monetary and non-monetary rewards to staff in exchange of work done. According to Fahim (2018), recruitment, selecting, training and professional development, performance appraisal, compensation, and benefits are the most crucial aspects of human resource management. Strategic human resource planning enables organizations to determine future demands for staff, the availability of skilled people in the market, and the human resources needs of an organization currently and in future (Nyaema & Wambua, 2019).

The Office of the Registrar of Political Parties (ORPP) serves as the guardian of political parties' registration and regulation. It ensures transparency, accountability, and legality in their operations. The ORPP upholds democratic values by enforcing the provisions of the Political Parties Act, promoting inclusivity, and safeguarding citizens' democratic rights. It also promotes transparency and accountability by maintaining accurate records of party membership, finances, and adherence to internal democracy. The Political Parties Disputes Tribunal (PPDT) acts as a neutral and independent arbiter, providing a fair resolution mechanism for conflicts within or between political parties. It upholds the integrity of the electoral process and ensures a level playing field. The PPDT settles disputes related to party nominations, disciplinary actions, leadership contests, and adherence to the Political Parties Act. It also addresses complaints related to electoral malpractices, campaign finance violations, and electoral offenses, thus preserving electoral integrity.

## Problem Statement

Employee performance has been a crucial component of Kenya Vision 2030's Social Pillar being a blue print for the country's economic growth from 2008 to 2030. The implementation of the goal is depended on efficient and effective delivery of high-quality services to citizens, which is dependent on optimal human resource use (Kenya Vision, 2030). The Office of the Registrar of Political Parties (ORPP) is a state office established under Article 260 of the Constitution of Kenya, 2010, and the Political Parties Act, 2011. The mandate of the office is to register, and regulate political parties and administer the Political Parties Fund (PPF). The Act being the primary legal reference for management of political parties in accordance with Articles 91 and 92 of the Constitution, which envisages well governed political parties that respect internal democracy and

their constitutional status in the Kenyan political system. The main source of the Political Parties Fund is the National Government (0.3 % of National Revenue) with other recognized sources that may include: membership subscription fee, contributions and donations.

According to the survey conducted by the Salaries and Remuneration Commission (2016) it was revealed that majority (96%) of public organizations are experiencing deteriorating employee performance. The real issues were; inability of employees to develop their careers, non-existence of policies that promote staff development, poor remuneration policies and poor working conditions. Although the office is allocated 0.3% of the national budget, only 5% of the fund is utilized by the Office of the Registrar of Political Parties for the administration expenses. This has led to shortage of staff since the funds allocated for human resources are not enough resulting to a deficit of 66 employees (ORPP Strategic Plan 2020-2025). According to the office human resources manager Ms. Kosgei (2023), there were inadequate staff, high work load, fatigue and low productivity. According to the employment act an employee should work for not more than eight hours in a day, and not more than 48 hours in a week. However, staff in the Office of the Registrar of Political Parties work for more than fifteen (15) hours in the election period. According to Ms. Kosgei (2023), during 2022 elections, a section of staff spent entire daytime and night running to Sunday dawn to serve influx of clients who trooped in the dying hours to the deadline. There was also high insecurity of staff especially in the electoral period which curtailed their performance. Oluoch (2023) study on the Office of the Registrar of Political Parties employee performance rated professionalism at 60%, customer relations at 50%, corruption at 44%, and staff commitment at 60%. There was also public outcry on registration to parties they had not subscribed to. The revelation came after most Kenyans took to an online platform on eCitizen to confirm their membership through a link shared by the office of Registrar of Political Parties.

Various scholars have researched on strategic human resource functions. According to Njenga's (2018) research on the impact of strategic human resource management practices on the performance of insurance firms in Kenya, staff relations and training and development practices significantly affected performance while payment and hiring practices had little insignificant effect on business performance. Muchiri (2021) research on the effect of Human Resource Management Practices on employee productivity found out that a moderate relationship between Human Resource Management Practices and staff productivity. Vidija, Peter, and Ogutu's (2016) found that Human Resource Management Practices significantly affect employee productivity in firms listed on the Nairobi Securities Exchange. There was however study limitation on Strategic Human Resource Practices in the public sector in Kenya. This study hence sought to study the influence of Strategic human resource practices on employee performance in the Office of the Registrar of Political Parties.

### **Specific Objectives**

- i. To examine the effect of succession planning on employee performance in Office of the Registrar of Political Parties in Kenya.
- ii. To establish the effect of employee development on employee performance in Office of the Registrar of Political Parties in Kenya.

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **Person-Environment Theory**

Eccles and Midgley (1989) created the person-environment hypothesis. The theory discusses how the link between a person and their employment has changed over time. According to Nyanjom

(2013), individuals have a dynamic character and, when exposed to any environment, they tend to change along with any environmental change. When a result, people frequently shift employment when jobs change. According to Koopmans et al. (2011), people are more interested in positive work environments that enable them to make use of their aptitudes and skills and contribute to organizational successes. Harvat (2009) further notes that people pursue fields that align with their views and values and allow them a chance to use their skills and abilities.

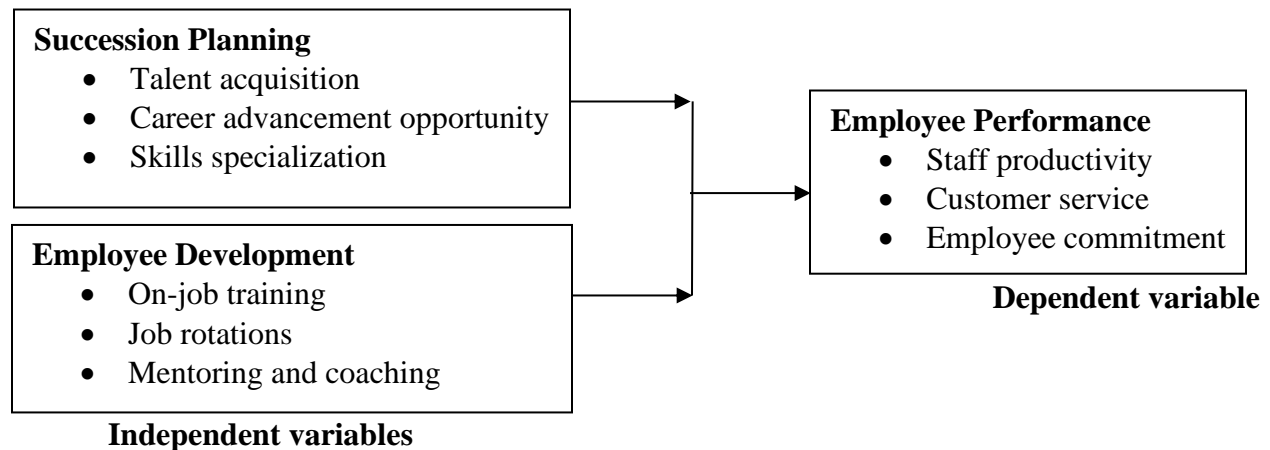
Making sure that each employee's unique skills are developed in relation to their respective professions is the responsibility of talent management. Many firms have embraced career development since it has turned into a critical strategic asset for the company in guaranteeing that its people make continual improvement (Kireru, 2013). Nyanjom (2013) asserts that it is easy to retain employees by assuring them that they will ultimately benefit from the company primarily through personal development, which is made possible by providing opportunities for career growth through career development and the necessary utilization of employees' skills. According to Harvat (2009), the person environment theory makes the claim that employees are drawn to organizations that offer them opportunities for career progression and that employees can only remain with a company if their potential is upheld. The notion is connected to the objective of successive planning since it gives human resource managers the ability to build a talent pool to ensure that talents are maintained within the company to boost productivity.

### **Human Capital Theory**

The theory was first created by Schultz (1961) and later developed by Becker (1964). According to Schultz, capital can take the form of both knowledge and skills, and this capital is the result of planned firm expansion. As a result, a firm should invest in its employees by providing them with training and education. Schultz compares the development of knowledge and abilities to the acquisition of the tools of production. People's access to health care and education differs according to their earnings, and vice versa. The theory places a strong emphasis on the value that individuals provide to a company. This approach emphasizes that investments made by corporations in their employees will yield positive returns and treats employees as assets. If the organization is to function successfully, these must be kept there. As a result, businesses should always make an effort to hire the greatest employees by investing in their training and development. This will always assist the company keep the employees with the best skills who can provide it a competitive edge and boost its profits. Thus, this argument justifies training expenditures as boosting organizations' intellectual capital. Particularly, the employer anticipates that after providing training to the staff, their understanding of their jobs, their general skills, and their level of motivation will all significantly improve.

## Conceptual Framework

Kothari (2004) defines a conceptual framework as a model that explores the relationship between the independent and the dependent variables. This study will be guided by the conceptual framework in Figure 2.1.



**Figure 1: Conceptual Framework**

### Succession Planning

Charles (2016) describes succession planning as the process of recognizing the vital need for intellectual endowment and leadership all through the business over time and equipping individuals for current and forthcoming work duties needed by the company. Succession planning consists of an extensive range of activities that require planning for vital transitions in leadership within businesses. Rothwell (2010) describes succession planning as a detailed and structured approach to developing a pool of leadership and expertise to ensure that existing and future leadership needs are addressed in such a way that stability is ensured. It is a deliberate decision by a company to promote and enable continuous growth of employees. It also involves ensuring that crucial positions maintain some level of continuity, thereby allowing an organization to achieve its business goals while at the same time building capacity to tackle potential problems that affect business continuity.

Succession planning is necessary for businesses to survive and remain sustained. The yields of effective succession planning are that active and proficient persons can substitute business leadership. With an effective succession planning, the company can formulate an exceptional growth tactic founded on realizing key objectives. Succession planning enables organizations to adjust their goals with the needs and requirements it presently has. It helps a company develop a deliberate strategy by focusing on implementing contingency measures to achieve long-term success (Kenneth, 2019). To enhance performance with succession planning, the staffs are educated with specific essential tasks in mind, so that the company can operate smoothly (Terry, 2018).

Talented employees could be maintained when priority is put on achieving significant results within a limited period. Since businesses are uncertain in the future, there is a need to be able to manage and organize the human labour force as it is often recognized that the essential part of businesses is human capital. Succession planning aims to ensure the company has developed good leadership that can handle the transition and management process whenever the current leadership retires. Succession planning is thus crucial, as it facilitates to generate a range of back-up plans

that the company could use to react to unpredictable situations. Moreover, when a company uses succession planning, it can respond decisively to external and internal issues (Charles, 2016). Another critical benefit of succession planning is that executives could identify ways to improve their performance by evaluating the existing objectives. These objectives could be matched with the established organizational strategy for improved business performance. Furthermore, workers are likely to share their burdens. Supporting the workers by allowing them to have a voice would assist them in building a sense of duty (Melton, 2018). This helps management to maintain skilled employees who will be able to work in the direction of achieving the main goals.

### **Employee Development**

Ahmed et al (2016) assert that training and development are an investment that an organization make in an employee, offering them new skills and better competencies. Training and development are crucial elements that can have a significant effect on succession planning. They are required to resolve skill gaps and facilitates the importation of employees from other business units to fill vacancies. Staff chosen to fill vacancies can be trained to strengthen their low areas through constructive and organized preparation Methodical training and development geared towards organized learning; it helps staff and groups to improve their proficiency and abilities, thus improving employees' morale and enabling them to fulfill their new duties successfully (Kenneth, 2019). Peters-Hawkins, Reed, and Kingsberry (2018) argue that development is a deliberate process. Employee development ensures a smooth shift as leaders join and leave the organization, providing effective succession planning.

Training and development have become one of the necessary functions in most organizations, because they lead to high performance in the same field and are important part of human resource department, it has a significant effect on the success of an organization through improving employee performance (Mozael, 2015). When employees receive training, they gain confidence in carrying out tasks and increased job satisfaction than those without training which translates to improved employee performance. Change is unavoidable in this age of technological growth. As a result, businesses must ensure that employee training is consistent in order to meet the challenges posed by political, financial, sociological, and environmental changes. Individuals and organizations can both benefit from training to ensure that their personnel can swiftly adapt to new technology, increasing their efficiency and output (Khan, Abbasi, Waseem, Ayaz, & Ijaz, 2016).

Employees can get training on how to use emerging and new technology effectively. It also provides tips on how to operate well in new work designs and contexts, such as virtual groups, as well as how to interact and communicate effectively with clients and other stakeholders from varied backgrounds in order to provide efficient services. By combining the interests of the company and the workforce, training is critical to accomplishing organizational goals (Athar & Shah, 2015). Career advancement opportunities enable employees rise to senior positions in organizations (Pulasinghage, 2019). Employees who have opportunities such as promotions, wide organizational experience and more responsibilities achieve higher job satisfaction and improved performance. Employees today are more concerned about their careers than ever before. They expect more in terms of personal development and advancement.

### **Employee Performance**

Employee performance is defined as how an employee fulfills their job duties and executes their required tasks. Nyberg, Pieper, and Trevor (2016) believed that employers strive to improve employee performance to achieve organizational goals and objectives. According to Shields et al. (2015), employee performance comprises organizational activities, assignments, and tasks. Managers should concentrate on employee training and development to ensure improved employee

performance. Employees with improved performance achieve their organizations' strategic objectives, increase profits, incur low Human Resource costs, and increase production and sales. He argued that employee performance levels indicate the achievement of strategic organizational goals. Managers who empower and involve employees in decision-making processes may enhance employee performance. Employee decision making and empowerment are critical because they indicate employee accountability and responsibility (Saunila, Pekkola, & Ukko, 2014). According to Bradler, Dur, and Neckermann (2016), managers encourage employees to use their talents in productive ways. However, employees may not always demonstrate their full abilities as they face up and downs in work output.

## **Empirical Review**

### **Succession Planning and Employee Performance**

Basit and Muhammad (2019) explored how the succession planning strategies could help in retaining the employees in the organization in Sweden. This study used secondary data collection tools. The findings showed that in order to retain the employees fruitfully, Swedish organizations work on planning career development programs, identify and develop the talent pool and offer non-monetary rewards to the employees. This enable them to be committed with the company and stay with it for a longer time.

Mbele (2020) examined the impact of succession planning on staff morale in the police services in South Africa. The research was conducted using a qualitative method. Purposeful sampling was employed to sample senior managers. Senior managers had the impression that their employees did not have their best interests at heart. Employees have determined that motivation and compensation are of the utmost significance; however, management appears to be ignoring these issues. As a result of unexpected retirements and resignations were experienced.

Gabriel et.al (2020) examined how companies handle succession and replacement planning. Replacement and succession planning were compared in the workplace, and a replacement planning development plan was formed. Succeeding employees are developed through training, mentorship, and coaching, while replacement planning is focused on coping with crises in the business. Succession planning at work assists in identifying and training high potential employees to ensure the preparation of successors by allowing the organization to access the risk in key positions while minimizing risk.

Ahmed (2020) analyzed the effect of succession planning on organization performance in the Family Bank, Kenya. Descriptive research design was used in this study. The target population of the study comprised of employees from Family Bank Limited. Simple random sampling technique was employed and data was collected using structured questionnaires. The study showed that the bank had a systematic approach to attract and retain high performing employees, achieved through talent management which promoted the workforce efficiency and productivity within the bank.

Rotich and Kiiru (2021) sought to establish the relation between succession planning and performance of an employee in the Ministry of ICT, Nairobi City County, Kenya. A descriptive study design was used. Population was 332 management personnel. This research applied questionnaires for collecting primary data. The study revealed that succession planning had a strong, positive and significant effect on the employee performance. Lempaka (2018) looked into the effect of succession planning on employee retention at Kenya Commercial Bank Ltd. The research adopted descriptive approach. The population of was 6483 staff. According to the findings of the study, KCB uses simple succession planning strategies. Employee retention is clearly

influenced by succession planning. Employee loyalty was necessary for a company to remain competitive. An organization that has effective staff retention policies reaps several benefits.

### **Employee Development and Employee Performance**

Anitha, et al (2016) examined the impact of training on employee performance in Private Insurance sector in Coimbatore District in India. The results showed that employee training improved the level of their performance considering effective training programs aimed at improving the employees' performance can be given through different methods such as coaching, cooperation and participation by the subordinates.

Legesse (2017) investigated the effect of training on performance of employees. The study used primary data collected using interviews and questionnaires. The findings revealed that training and development had positive impact on employees of the African Union. However, employees of the organization are facing a lot of challenges with regard to the training plan and system of the organization. The study also revealed that the organization failed to identify the specific needs of trainees towards the improvement of their skills.

Khamis (2019) focused on the effects of training on the employees' performance in the Zanzibar Social Security Fund. A survey design was employed, and questionnaire and interview were used to collect data. The results indicated that the organization is dedicated to offer varieties of trainings such as on job training, orientation training and coaching training. All these helped to equip employees with needed skill and competencies to perform their roles effectively. The results showed that distance training methods which would somehow limit the employees' movement but still minimize the costs of training.

Bababjide (2020) investigated the impact of training and development on employees' performance in Central Bank of Nigeria. The survey research design was used and data was collected using questionnaires. The study established that mentoring has a significant impact on employee commitment. The delegation of jobs has significant impact on employee commitment, job empowerment has a significant impact on employee commitment and rotation of job has a significant impact on employee commitment.

Friday (2019) investigated the relationship between employees' training and succession planning of selected deposit-taking banks. The researcher used a cross-sectional survey. This study observed that training had a positive impact on succession planning. Training is an essential integrant to successful succession planning practices, particularly where management emphasizes the elements of mentoring and job training for growth. Adopted training and development strategies included mentorship and on the job training, with management taking a leading role.

Asfaw et al. (2015) assessed the impact of training and development on the performance of public officers in Ethiopia. The cross-sectional design was used. The study sample was 94 questionnaires. The findings were that there was a positive correlation between training and development and employee performance. The study also found that training programs mainly focused on technical and skills acquisition while those on leadership development were only 15%. The study indicates that training is not only a learning activity directed towards the acquisition of specific knowledge when the design and implementation are systematic and well planned, but that it enhanced performance and productivity.

Kassie (2017) determined effect of staff training on their productivity in the ministry of labor in Ethiopia. The research employed a mixed research design. Data was collected using questionnaires from 156 respondents. Findings showed that training was significantly related to employee



performance. Staff who had undergone training were more productive and had better customer service as opposed to staff with job training.

Karimi, Choudhury and Latif (2019) sought to find out the impact of training and development on employee performance. The study sample was 30 staff and questionnaires were administered to collect data. Training and development is the crucial factors of enlightening the employee performance. Training and development leads the better performance of employees. The success of the organizations depends on employee performance.

Bana, Guyo and Odhiambo (2016) examined the effects of training and development on workplace diversity in public universities in Kenya. The study adopted a descriptive cross sectional survey design. The sampling frame was the 22 chartered public universities out of which a sample size of 245 managers was surveyed. The study established that training and development significantly affects workplace diversity.

Rashid (2017) investigated the effects of training and development on employee performance at Equity Bank. A survey research design was used. Findings showed that Equity Bank has training programs for diversified positions in the organization and the training programs are of high quality and are very effective. These training programs have improved the employees' skills and competencies and overall performance of the organization. It was very important for organizations to put in place training programs in order to thrive in this competitive environment. On the role of employee motivation on performance, the study showed that training enhanced employee motivation as it allowed for employee recognition within the organization.

Kimanthi (2020) investigated the impact of training and development on employee performance in Insurance Company in Kenya. The study adopted a descriptive research design. The target population for the study was the staff of Beta Insurance Company in Kenya applying stratified random sampling to achieve a sample size of 45 participants. Questionnaire was the key apparatus of information gathering with closed ended inquiries to get quantitative information as the examination was quantitative in nature. The findings showed that demonstration method of facilitation during training was both effective and efficient form of training. The study concluded that training and development has a clear relationship with employee performance. The investigation prescribed that Beta Insurance Company to set up normal training and advancement programs that are equipped for raising the aptitudes, spirit and profitability of workers.

## RESEARCH METHODOLOGY

This study adopted a descriptive research design. Descriptive research, according to Kothari (2014), involves surveys and fact-finding inquiries of various kinds, and its main goal is to provide a description of the situation as it is. The study targeted staff in the office of the registrar of political parties in Kenya. The office is headquartered in Nairobi but has twelve regional offices spread out in the country. The unit of observation was the 191 office staff from various departments. A sampling frame includes every component of a target populace. In this study, the sampling frame was 191 staff in the Office of the Registrar of Political Parties, Kenya.

This study used Census which is recommended by Kothari (2014) for populations that are less than 200. Therefore, the study sample was 191 respondents. Census is preferred since it focuses on the whole study population and since the study respondents are workers in the same organization. Golata (2016) asserted that census results are quite reliable and accurate. The instrument used to collect data in this study was the questionnaires. A pilot test was conducted with 10% of the target hence 19 respondents participated in the pilot study. The pilot's respondents

won't participate in the actual data collecting. The study used descriptive and inferential statistics with the help of SPSS Version 28. Descriptive statistics included percentages, frequencies, and means. The inferential statistics included correlation and regression.

## DATA ANALYSIS, PRESENTATION AND INTERPRETATION

### Succession Planning

The first objective sought to establish the effect of succession planning on employee performance in public sector in Kenya. Respondents were asked to list the key succession planning practices in the office. Findings are presented in Table 1.

**Table 1: Succession Planning in the Office of the Registrar of Political Parties**

Succession Planning	Frequency	Percentage
Talent assessment	33	26.8
Career advancement opportunity	46	37.4
Mentorship on expected roles	68	55.3

Findings showed that 26.8% of the staff indicated that there was talent assessment, 37.4% indicated there was career advancement opportunity, and 55.3% indicated that there was mentorship on expected roles. The staff further indicated that succession planning enhanced staff performance since they were motivated to work hard with the hope of getting promoted to take up higher and more beneficial roles in the organization. Although the office had made efforts to enhance succession planning, the staff felt that the succession planning efforts were not enough and maybe more could be done to prepare staff to take up roles in case of vacancies especially in leadership. Findings are in agreement with Charles (2016) who described succession planning as the process of recognizing the vital need for intellectual endowment and leadership all through the organization. He also added that succession planning facilitated generation of a range of back-up plans that the company could use to react to unpredictable situations.

Respondents were asked to indicate the extent to which they agreed with statements related to succession planning. Findings are presented in Table 2.

**Table 2: Succession Planning and Employee Performance**

Statements	SD		D		N		A		SA		M
	F	%	F	%	F	%	F	%	F	%	
The office has a career advancement opportunity for employees	15	12.2	83	67.5	3	2.4	14	11.4	8	6.5	2.23
Employees are given opportunities to be part of task groups and assignments outside their core responsibilities	18	14.6	7	5.7	6	4.9	20	16.3	72	58.5	3.98
Employees are empowered to take responsibility and authority	21	17.1	11	8.9	4	3.3	20	16.3	67	54.5	3.82
The office identifies the likelihood of staff leaving the organization	51	41.5	43	35.0	3	2.4	8	6.5	18	14.6	1.82
The office identifies competencies required for future leaders	9	7.3	13	10.6	4	3.3	20	16.3	77	62.6	4.16
Employees are prepared in advance to hold higher positions for office survival	5	4.1	8	6.5	3	2.4	15	12.2	92	74.8	4.47

**N=163**

Findings showed that majority of the staff strongly agreed that the employees were prepared in advance to hold higher positions for office survival ( $m=4.47$ ). The staff also agreed that; the office identified competencies required for future leaders ( $m=4.16$ ), employees were given opportunities to be part of task groups and assignments outside their core responsibilities ( $m=3.98$ ), and employees were empowered to take responsibility and authority ( $m=3.82$ ). The staff disagreed that the office had a career advancement opportunity for employees ( $m=2.23$ ) and the office identified the likelihood of staff leaving the organization ( $m=1.82$ ). Findings implied that the office had invested in empowering their staff to take up responsibilities to ensure that there was no vacancy in the office to enhance service delivery. The succession planning aimed at building the competencies and skills for current and future organizational needs. There were no career development opportunities in the office and the staff had limited opportunities to upgrade their skills. The office also lacked the ability to identify staff who may leave the organization and slow down operations especially if the staff held a crucial position and none of the staff. Findings are in agreement with Gabriel et.al (2020) that succession planning assisted in identifying and training high potential employees to ensure the preparation of successors by allowing the organization to access the risk in key positions while minimizing risk.

### Employee Development

The second objective sought to establish the effect of employee development on employee performance in public sector in Kenya. Respondents were asked to list the key employee development practices in the office. Findings are presented in Table 4.11.

**Table 2: Employee Development in the Office of the Registrar of Political Parties**

Employee Development	Frequency	Percentage
On-job training	77	62.6
Chance to work in different departments	46	37.4
Mentoring	64	52.0
Coaching	36	29.3
Sponsorship for further training	21	17.1

**N=163**

Findings showed that 62.6% of the staff indicated that the office offered on-job training, 52% indicated there was staff monitoring, 37.4% were offered a chance to work in different departments, 29.3% were offered coaching, and 17.1% were sponsored for further training. The staff further added that staff development programs enabled them to polish their skills and become more efficient in service delivery. Through benchmarking, staff had a chance to learn from their colleagues in other counties and countries on how to carry out political related activities to ensure that the people they served were satisfied. Findings were in agreement with Ahmed et al (2016) that training and development were an investment that an organization make on an employee, offering them new skills and better competencies. Training and development were crucial elements that could have a significant effect on succession planning. Pulasinghage, (2019) also added that career advancement opportunities enabled employees rise to senior positions in organizations.

Respondents were asked to indicate the extent to which they agreed with statements related to employee development. Findings are presented in Table 3.

**Table 3: Employee Development and Employee Performance**

Key; 1- strongly disagree (SD), 2-disagree (D), 3-Neutral (N), 4-agree (A), 5-strongly agree (SA)

Statements	SD		D		N		A		SA		M
	F	%	F	%	F	%	F	%	F	%	
Employee career development programmes offered are linked to each academic staff career needs	70	56.9	23	18.7	3	18.7	18	14.6	9	7.3	2.10
This office always plans on employee career mentoring programs	69	56.1	10	8.1	18	14.6	8	6.5	18	14.6	1.85
Every effort is made to use skills from within or create capacity before outsourcing	16	13.0	6	4.9	8	6.5	24	19.5	69	56.1	4.01
My office has in-house training programmes to develop its employees	18	14.6	8	6.5	10	8.1	63	51.2	24	19.5	3.86
High performing employees are encouraged to share knowledge with the co workers	8	6.5	22	17.9	6	4.9	16	13.0	71	57.7	4.02
There are resources to promote generating of new knowledge	22	17.9	9	7.3	6	4.9	8	6.5	78	63.4	3.90
Training employees improves their work performance	16	13.0	3	2.4	7	5.7	24	19.5	73	59.3	3.66

**N=163**

Findings showed that the staff agreed that; high performing employees were encouraged to share knowledge with the co-workers (m=4.02), every effort is made to use skills from within or create capacity before outsourcing (m=4.01), there were resources to promote generating of new knowledge (m=3.90), the office had in-house training programmes to develop its employees (m=3.86), and training employees improved their work performance (m=3.66). Respondents disagreed that employee career development programmes offered were linked to each academic staff career needs(m=2.10), and the office always plans on employee career mentoring programs(m=1.85).

Findings imply that the office encouraged the staff to share knowledge with others. This ensured that less knowledgeable staff learnt from the highly skilled staff which enhanced general staff performance. To achieve knowledge sharing, the office had put in place resources to promote generation of knowledge and also facilitated in-house training programs for the staff. The staff however felt that the career development programmes offered were not linked to each academic staff career needs. The staff may therefore be trained on skills that they don't actually need which would be a waste of time and resources. The mentoring programs were rarely organized and new staff may take time to catch up with the operations of the office. Findings were in agreement with Khamis (2019) that trainings such as on job training, orientation training and coaching training helped equip employees with needed skill and competencies to perform their roles effectively. Karimi, Choudhury and Latif (2019) also found that training and development was crucial factors of enlightening the employee performance. Training and development led to better performance of employees. The success of the organizations depended on employee performance.

## Employee Performance

In order to measure employee performance in the office, the staff were requested to tick on level at which they agree/disagree with listed statements on employee performance. Results are presented in Table 4.

**Table 4: Employee Performance**

Key; 1- strongly disagree (SD), 2-disagree (D), 3-Neutral (N), 4-agree (A), 5-strongly agree (SA)

Statements	SD		D		N		A		SA		M	
	F	%	F	%	F	%	F	%	F	%	F	%
Employees in this organization are leaving their jobs to look for greener pastures elsewhere	13	10.6	16	13.0	11	8.9	3	2.4	80	65.0	4.02	
The customer feedback reports indicate positive results about the employee's services	44	35.8	19	15.4	28	22.8	14	11.4	18	14.6	2.54	
The employees in this office are satisfied with their day-to-day responsibilities and activities	81	65.9	12	9.8	6	4.9	8	6.5	16	13.0	1.91	
The quality of work provided by the employees in this office is exceptional	18	14.6	6	4.9	16	13.0	20	16.3	63	51.2	3.85	

**N=163**

Findings showed that staff agreed that some of their colleagues were leaving their jobs to look for greener pastures elsewhere ( $m=4.02$ ), and the quality of work provided by the employees in this office was exceptional ( $m=3.85$ ). The staff disagreed customer feedback reports indicated positive results about the employee's services ( $m=2.54$ ), and the employees in this office were satisfied with their day-to-day responsibilities and activities  $m=1.91$ ). Findings showed that there was high employee turnover in the office since many staff left the office to look for greener pastures. Although the staff were making efforts to provide quality work, there was also low customer satisfaction index which showed that the services rendered were not satisfactory. Majority of staff were also not satisfied with their day-to-day responsibilities and activities which may have implied that they were allocated roles that did not match their skills hence challenging to accomplish. Findings were in agreement with Salaries and Remuneration Commission (2016) that 96% of Kenyan public organizations are performing worse in terms of service delivery.

Finding showed that there was a strong significant correlation between succession planning and employee performance in ORPP ( $r=0.603$ ,  $p=0.000$ ), and a moderate significant correlation between employee development and employee performance in ORPP ( $r=0.415$ ,  $p=0.000$ ).

## Inferential Statistics

The inferential statistics for this study were Pearson correlation and regressions. Inferential statistics sought to draw inferences between study variables.

## Coefficient of Correlation

In trying to assess the relationship between the study variables, the study used the Karl Pearson's coefficient of correlation ( $r$ ). Correlation was significant at  $<0.005$  and any value  $>0.005$  was considered insignificant. Additionally, a correlation of  $<0.3$  showed weak correlation, 0.31-0.49

moderate correlation while  $>0.5$  showed a strong correlation. Correlation results were presented in Table 5.

**Table 5: Coefficient of Correlation**

	Variables	Employee Performance	Succession planning	Employee Development
Employee Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
Succession planning	Pearson Correlation	.603**	1	
	Sig. (2-tailed)	.000		
Employee Development	Pearson Correlation	.415**	.460	1
	Sig. (2-tailed)	.000	.047	

\*\* . Correlation is significant at the 0.05 level (2-tailed).

There was a strong significant correlation between succession planning and employee performance in ORPP ( $r=0.603$ ,  $p=0.000$ ). Findings were in agreement with Kimanthi (2020) that succession planning had a strong, positive and significant effect on the employee performance. Results showed that there was a moderate significant correlation between employee development and employee performance in ORPP ( $r=0.415$ ,  $p=0.000$ ). Findings support Rotich and Kiiru (2021) that training and development had a clear relationship with employee performance.

### Regression Analysis

The coefficient of determination was conducted to assess how well the statistical model was expected to forecast future results. Table 6 presents the Model Summary.

**Table 6: Model Summary**

Model	R	R <sup>2</sup>	Adjusted r <sup>2</sup>	Std. Error of the Estimate
1	0.763	0.583	0.561	.987

*Predictors: (constant) succession planning, and employee development*

The model summary of the regression results presented in Table 4.14 indicated that strategic human resources practices (succession planning, and employee development) explained 58.3 % of the variance in employee performance (R squared = 0.583). This meant that 41.7% of the variance in employee performance was explained by other factors not in the study.

An analysis of variance was conducted to determine the relationship between strategic human resources practices and employee performance in ORPP. Results are presented in Table 4.15.

**Table 7: Analysis of Variance**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	133.916	4	33.479	28.854	.000 <sup>b</sup>
	Residual	190.24	164	1.16		
	Total	324.156	168			

*Predictors: (constant) succession planning, and employee development*

*Dependent variable: Employee Performance.*

Table 8 showed that the model was significant ( $p$ -value = 0.000) at 0.05 level in explaining the linear relationship between the study variables. Further, the  $F$ -test statistic ( $F = 28.854$ ,  $p = 0.000$ ) showed the fitness of the regression model, which meant that strategic human resources practices (succession planning, and employee development) were significant predictors of employee performance in the Office of the Registrar of Political Parties.

The regression analysis further showed how a change in every study independent variable predicted change on the dependent variable. Table 8 presented the regression coefficients.

**Table 8: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant/Y Intercept	1.465	.487		3.009	.003
Succession planning	.939	.113	.828	8.336	.000
Development	.431	.088	.394	4.886	.000

Based on the results in Table 8, the equation changes to;

$$\text{Employee Performance} = 1.465 + 0.939X_1 + 0.431 X_2$$

The standardised beta coefficients showed that

succession planning ( $\beta = 0.939$ ,  $t=8.336$ ,  $p = 0.000$ ) and employee development ( $\beta = 0.431$ ,  $t=4.886$ ,  $p = 0.000$ ) were significant positive predictors of employee performance. Findings implied that succession planning was the highest predictor of employee performance, followed by employee development. Findings proved that there was a significant relationship between strategic human resource practices on employee performance in the Office of the Registrar of Political Parties in Kenya. Findings were in consistent with Mucherumuhia (2018) that employee performance was affected by adopting different human resource strategies for succession planning. The strategies included the management of talent, career, reward, and training and development strategies which significantly improved performance due to the use of different succession planning strategies.

## Conclusion

The office assessed the talent of the staff to identify the specialties of every staff. The staff were also given a chance to advance their career. Succession planning practices was crucial for an organization to cater the issue of potential retirement, death or early departure of workers. Succession planning was reported to have a significant positive effect on employee performance since they felt secure and were guaranteed of employment for a long time. Succession planning was critical in helping employees develop knowledge of handling complex tasks and develop employee's computing knowledge. Employees committed to the succession process helped in identifying employee development goals and finally helped organizations plan and invest in the development of employees, assessed its progress toward the intended outcome. Succession planning strategies prepared employees for the future hence eliminated uncertainties which left employees more focused to their task and objectives in the process improved the overall employee's performance. Based on the findings, it was concluded that succession planning has positive and significant effect on employee performance in Office of the Registrar of Political Parties in Kenya

The staff development practices included on-job-training, chance to work in different departments, mentoring, coaching, and sponsorship for further training. There were in-house training programs and the staff were encouraged to share knowledge with their colleagues. The staff development programs were however not related to the staff career needs. The office had also adequate plans on staff career development. On the job training services improved employee performance. The study further concluded that career training promoted career growth since employee's knowledge is enhanced. Once the employees career needs were addressed by their organization, their level of motivation increased as result their individual performance also increased. Based on the findings, the study concludes that employee development has positive significant effect on employee performance in Office of the Registrar of Political Parties in Kenya

## Recommendations

The management should conduct appraisals to obtain information to ensure that managers assess staff members who have the potential to grow. Since programs of career training are always continuous and systematic; the management should view training as a long-term process and not just some process that lasts for a short while. With the aim of making sure that coaching is applied in developing success in careers, it is important to understand the various aspects of career development motives that every employee has.

## Areas for Further Study

A similar study in state offices in Kenya.

A study focusing on other human resources management practices which causes 41.7% of the variance in employee performance as explained by other factors not in the study.

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