

Relationship between Succession Planning Practices and Employee Retention in Tea Factories in Meru County (A Survey of Tea Factories in Region Four of KTDA Divisions)

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Abstract: Succession planning practices in an organization contribute a lot on employee retention which means that the period which an employee productively stays in an organization could be determined by the succession planning practices in an organization. The way employees behave in an organization in a big way determines the overall outcome. Human resource studies and experiences have revealed that if proper succession planning practices are followed the employees in an organization are motivated to work since they are always in the same direction and the goals and strategies are common. The purpose of this study was to examine the relationship between succession planning practices and employee retention in Tea Factories in Meru County: a survey of tea factories in region four of KTDA divisions. The researcher adopted a descriptive design and it is suitable since the study collected data from several respondents. Primary data was obtained using the self-administered semi-structured questionnaire as the main data collection instrument and secondary data was obtained from the published factory records. The target population was 66 employees working in the respective tea factories and the sample size was 66 employees from the respective Tea Factories. The researcher did a census whereby the whole population was examined to acquire the intended information. The researcher used both primary and secondary data to seek information. A pilot study was done to enhance the reliability and validity of the questionnaire. The collected data was analyzed using IBM SPSS v.22 and further explained using descriptive statistics. The study combined data into a coherent knowledge through the descriptive statistical analysis of the collected data and further analyzed and tested the hypothesis using Spearman correlation analysis and presented the knowledge in the workable recommendations for easier consumption by the business community. The study found out that employee involvement in management, talent management, training & development and human resource planning had an influence on the succession planning practices in tea factories. The study therefore encouraged that the tea factories had a task to put more emphasis on employee involvement in management, talent management, training & development and also human resource planning.

Keywords: Succession planning employee retention, KTDA, training and development

Introduction

1.1 Background of the Study

In the current times, businesses have become so competitive and profit-oriented which has given birth to strategy formulation and diversified ploys for different businesses in the effort to outperform their competitors. This ensures sustainable business pattern and long-term business success. Therefore organizations have considered the implementation of succession planning to ensure they have the right people for the right jobs and at the right time. This means, matching demand and supply of human capital in an organization. According to Armstrong (2011), demand and forecast planning, scenario planning and action planning are some of the activities entailed in the human resource planning. He additionally states that activity planning refers to putting in place plans that will counter future shortages through internal advancement, preparation and improvement, enlistment, adaptability systems and additionally retention strategies.

In anticipation of the forecasts, an organization needs to have a well-stipulated succession plan in place. Succession planning is the process whereby the best-assumed candidates are recruited and developed to take up positions and play key roles in an organization (Rothwell, 2012). This means that for an organization to be able to produce the best assumed candidates, there is need to have very clear guidelines on the qualifications

the candidate should possess, also be able to know what they also need at present and the future plans they have and finally, they should have development and advancement programs that will take care of the talent that is present in the organization. An organization should ensure they keep track of all the employees based on the performance and training and development activities to ensure they settle for the most competitive person and also ensure they come up with retention strategies to ensure employees don't just exit the organization; the retention of employees resonates with all administrative endeavors that are expected to guarantee workers don't leave the company (Nzuve, 2010).

Succession plans exist essentially with the end goal of continuity in organizational leadership and this is accomplished through long periods of preparations to create viable senior directors (John, 2012). Leaders could be born or made and therefore organizations should have a succession plan that takes care of both the leaders who are born and make sure they are continually improved and also have well laid down succession plan that states the guidelines for identifying potential leaders, training them, developing them, growing them and finally giving them roles to play as part of the succession plan. Need for succession planning arises when the organization expands, provides promotional job opportunities, key employees exits and when production increases. The continued survival of an organization depends on having the right employees in the right positions at the right time, is very much a truism (Rothwell, 2010). Every organization no matter the size whether small or big needs a good succession plan for the achievement of the organizational strategy. Employee retention reduces hiring cost and training cost for the external employees coming in to replace the old ones, thus a benefit to the organization (Nzuve, 2011).

Planning on development activities and career moves by the management and identifying the potential successors for key posts is basically what is known as succession planning (Armstrong, 2012). He continues to define management succession planning as a process of evaluating the current human capital supply and being able to come up with an analysis of whether the organization has appropriate numbers of potential successors, whether they have the required skills or they need more training and development and also whether they are good enough to be able to take up key roles in the organization in case the existing role players die, retire or leave the organization. According to Kitayi, (2017), having several backups for various senior level positions is the role of the senior executives in the implementation of a succession plan. This goes hand in hand with the management clearly defining the overall organizational goals and designing programs that ought to be implemented over a certain period of time (Kitayi, 2017).

Employee retention is a function of the human resources; it is aimed at ensuring that the organization does not lose employees; if they leave the organization which is considered an asset to the organization. Many organizations will always nature the already present employees to fill any position available or even for promotions. Internal recruitment cuts on the overall cost since the already existing employees will not really need to be trained on the organizational culture since they have been continually nurtured through the talent management period (Ramlall, 2004). They continue to argue that apart from cost reduction for hiring, it also helps to save on time and reduce confusion brought about in the process of employee joining the organization and by the time induction is done and the employee adopt and start working effectively and efficiently. This too is a loss on the production rate of the organization. An employee willingness to stick to an organization through various policies and practices for the longest period of time possible is what is referred to as employee retention (Sandhya & Kumar, 2011). Organizations should be able to adopt the strategies that would make an employee want to stick in the organization for the longest period possible to ensure they have future potential successors, production is high and above all, to ensure they do not waste organization resources on recruitment as this at times could be very expensive.

Rothwell (2012) argues that in most cases, resistance to change arises when the employees feel left out in the happenings or events of an organization thus would want to raise awareness that they are on the operations part where they are the ones on the ground to execute whatever the change. This doesn't mean that employees are the final decision makers but their inputs could also be of great impact to whatever change that is about to happen in an organization. When the employees are involved in the process of change in an organization they intend to own the organization and would not want to desert what they consider their own and go to look for another employer this is referred to as employee retention. Additionally, DeNisi & Griffin (2008) argue that by increasing the levels of employee satisfaction and motivation, an employer can easily win many employees into sticking to an organization for a very long period of time.

Mazeel (2012) continue to argue that retention cannot be achieved without motivation which is considered a key ingredient to both performance and retention. Retention is not only important in cost reduction for recruitment

and training but the need to retain talented employees from getting poached. Performance goes hand in hand with having competent employees who are loyal to the organization. Organizations where retention programs are effective, the performance curve is very positive compared to an organization where there is a high employee turnover and take much of their time doing orientation and training. Where there are good succession planning practices, means talent management is properly done thus employee retention is evident since it is incorporated into the talent management program.

1.1.1 Tea Factories in Kenya

Tea was introduced to Kenya in 1903 by G.W.L. Canine and in the 1924 commercial planting began. In Kenya, there are both large plantations and called smallholdings (TBK, 2014). Tea is classified under the agricultural sector. The sector is critical in the world economy since it contributes to 24% of GDP and has numerous employment opportunities of up to 22% of the world's entire population (Hosseni, Mohammadi & Mirdamadi, 2011). Annually, agriculture contributes 26% of the gross domestic product in Kenya (GoK, 2010). There are 66 tea factories in Kenya that specialize in tea productions all managed by Kenya Tea Development Agency. Tea is among the top foreign exchange earners alongside tourism, horticulture and coffee (TRFK, 2013). KTDA has subdivided the tea factories to fall into six different regions. Region four is in Meru County and is the home of seven factories.

1.1.2 Succession Planning Practices

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If an organization is persistent in doing continuous assessment, it is likely to achieve an effective succession plan (Downs, 2012). Groves (2007) states that commitment to self-development by employees, senior leaders partnering with the human resource, developing talents, management diversity, job rotation, coaching and mentoring are some of the procedures that could lead to successful succession plan implementation. Succession planning according to Charan, Drotter & Noel (2011) can be defined as the process of identifying and nurturing employees from within the organization who have the potential to rise up to key positions and effectively take up the roles. An organization where succession planning is properly done then evidently there is employee retention. This is so since a proper working succession plan ensures they nurture employees talent internally rather than poaching employees from outside the organization.

1.1.3 Employee retention

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According to Wayne (2011), an organization with well-defined culture and proper succession plan implementation are some of the key requirements for a successful retention plan. Hiring cost can be effectively reduced by utilizing the already existing employees as there will be no need to incur the costs that comes along with external recruitment (Nzuve, 2011). This can be achieved through a continued development of the employee's career by training them, managing talents, and ensuring that the human resource is vibrant enough to be able to execute its roles effectively to ensure the employee profiles are well updated and actions taken accordingly. Armstrong (2010) states that employee engagement and organizational commitment are two important components affecting work performance, attraction and retention of employees. He continues to expound that organizations' commitment requires focusing on employee retention, company image, recruitment, selection, deployment, leadership, learning opportunities, performance management, recognition and rewards.

Mazeel (2012) continues to argue that retention cannot be achieved without motivation which is considered a key ingredient to both performance and retention. Retention is not only important in cost reduction for recruitment and training but the need to retain talented employees from getting poached. Performance goes hand in hand with having competent employees who are loyal to the organization. Organizations where retention programs are effective, the performance curve is very positive compared to an organization where there is a high employee turnover and take much of their time doing orientation and training. Where there are good succession planning practices, means talent management is properly done thus employee retention is evident since it is incorporated into the talent management program.

Armstrong (2012) states that training and development makes employees have more courage in execution their duties and feel sense of belonging to the organization. When an employee is supported in career advancement, it means that they become more competent and they feel indebted to the organization that saw to his or her development thus would not be in a hurry to exit. Managing talent within an organization means that the organization has a long term plan for its employees and the communication of the same to the employees gives the assurance of longevity thus employees would not be having the thought to leave the organization too soon.

1.2 Statement of the Problem

Succession planning has become complex especially in today's world where organizations are finding it a challenge to settle on a specific implementation procedure. This is so since succession Plans become outdated as soon as they are made as different management adopt different succession plans: what the current management deem right thus no standardized succession planning procedure to be practiced even when current employees leave the organization and new employees take up roles. Downs and Adrian (2012), states that majority of firms do not implement succession planning practices which are meant to help them create "a feeder system" of high potential employees well natured to fill management positions. A report by Tea Board of Kenya (2014) review established that potential employees leave the tea sector since they feel that talent management is poorly done and their talents not continuously recognized. This is so since most organizations do not put much emphasis on talent management thus take a longer period to recognize talent and consider employees for the next higher positions. Lack of a working succession plan is a big challenge, for example, the recent case of TATA Motors Company in India they did not have a successor to Ratan Tata in 2012 during his retirement thus a big problem searching for whom to head the company. Dissatisfaction among employees leads

to poor performance and low retention of talented employees thus a big struggle in filling management positions (Eshiteti, Okaka, Maragia, Odera & Akerele, 2013).

Rothwell (2010) states that the problem of employee retention has become so rampant in today's world and many organizations have turned to 'headhunting'. Talent management and training and development processes in most organizations have been well done but failed on employee retention since organizations take long periods to recognize ambitious talented employees for management positions thus employees leave in search for 'greener pastures' (Armstrong, 2012).

According to a research conducted earlier on succession strategy and retention of employees in small and medium family businesses in Nairobi Kenya, the researcher concluded that the relationship between succession planning and employee retention is not conclusive as to establish a clear relationship that can be duplicated (Maalu, McCormick, K'Obonyo, & Machuki, 2013). Studies have been done revolving around succession planning and its relationship with another variable like retention and there has been no standardized guideline to be implemented on how to go about it. This study, therefore, sought to fill the gap of knowledge and sought to answer the question of the relationship between succession planning practices and employee retention in tea factories in Meru County.

1.3 Research Objectives

To achieve the goal of the study the focus was on the following specific objectives:

- i. To establish how employee involvement in management contributes to employee retention in tea factories in Meru County.
- ii. To determine the relationship between talent management and employee retention in tea factories in Meru County.
- iii. To elaborate how employee training and development contributes to employee retention in tea factories in Meru County.
- iv. To establish the relationship between Human Resource Planning and employee retention in tea factories in Meru County.

1.4 Research Hypothesis

Below were the alternative hypotheses of the study:

H₁ There is a significant relationship between employee involvement in management and employee retention in tea factories in Meru County.

H₁ There is a significant relationship between talent management and employee retention in tea factories in Meru County.

H₁ There is a significant relationship between human resource planning and employee retention in tea factories in Meru County.

H₁ There is a significant relationship between training and development and employee retention in tea factories in Meru County.

1.5 Scope of the Study

The study was carried out in Meru County, in the seven tea factories that fall under Region four of KTDA tea division and took a period of one month, from 1st August to 31st August 2017. The respondents included the top management, departmental heads and the supervisors of the respective tea factories. The questionnaires helped in establishing the employee turnover and the periods taken before recognition for next higher positions or key roles assignment.

1.6 Limitations of the Study

The implementation of the succession plan could at times be a challenge in determining whether it has been correctly implemented since there aren't standard rules set to govern its implementation; thus every organization has its own way of practicing. To counter this, one has to understand the organization's culture to be able to judge or advice. Respondents could also be a challenge especially if they feel intimidated or threatened to give information about their organization to non-employees or if they do not give accurate or correct information. To handle this, it is very important to make an elaborate introduction and make your intention known to them that the information they provide was treated with confidentiality and that it is for academic purposes only. Lack of knowledge on the topic could also be a big challenge since it could lead to wrong or inaccurate responses from

the respondents. To counter this challenge, it is always very important for organizations to have a program that creates awareness on the succession planning practices and that indicates what succession plan of the organization looks at and the considerations that are done.

Literature Review

2.1 Introduction

This chapter covers the literature review looking at the theoretical foundation of the study, empirical review, succession planning practices, employee training and development, human resource planning, employee retention, talent management, employee involvement in management and the relationship between succession planning practices and employee retention.

2.2 Theoretical Foundation of the Study

Whenever succession is mentioned, leadership is the first word that lingers in everyone's mind. It is the top positions that will always be put in mind since it is the leader that drives the organization to the achievement of the overall organizational long-term strategy. You cannot lead from behind but from the front. This means that the strategies that a leader puts in place will always yield to final result/performance of the entire organization. If there has to be a deviation, it will always be minimal either upwards or downwards while on the other hand looking at the aspects that contribute to the successful implementation of a succession plan.

2.2.1 Resource-Based View Theory

The resource-based theory states that human and organizational resources more than physical, technical or financial resources can provide a firm with a sustained competitive advantage since they can hardly be emulated. The central idea of the resource-based view is how a firm's systems and other attributes can contribute to its overall competitive advantage for the longest period possible. This means that, for a firm to sustain its competitive advantage, the resource has to be valuable, rare, unique and inimitable, which is difficult for other firms to imitate. Joo&Lim (2009) states that the human resource systems can contribute to sustainable competitive advantage through the development of competencies that are firm-specific, promote complex social relationship and generate tacit organizational knowledge. Additionally, employees are strong assets for sustained competitive advantage and strategic asset to the organization. This uniqueness can be achieved through continued employee training and development while at the same time doing proper talent management in the organization.

Resource-based view also evaluates what a firm possesses, the potential for value generation and finally define a strategy that allows a firm to capture the maximum of the value in a sustainable way (Robert 1991). An organization should at all times be able to do things differently or in a unique manner to ensure they create a niche where by the people it is serving will always want to come back again and again since no substitutes would supplement what the firm offers. In relation to this particular study, firms should come up with strategies that are going to make the organization be unique and train its employee on how to maintain the standards and be able to use the resources available to produce unique and goods and services. When doing things in a unique manner that people love, be sure of the quality avoiding operating at a loss. Let the input be able to match the output and give returns as well. This theory is relevant to this study since the key purpose of every organization existing is to outperform other organizations and dominate the market and topmost, to have high performance and high production that is sustainable.

2.2.2 Talent DNA Model

Nagaraja, and KV (2013), proposed a model that seeks to create a roadmap to realize the organizational objectives that are based on the concept of 'DNA' that has three components namely: identification of key roles, identification of competencies required for key roles and creation of a database of competencies. HR processes such as career planning and performance management are linked by talent DNA which is a continuous process that plans talent needs, attracts the very best talent, speeds time to productivity, retains the highest performers and enables talent mobility across the organization. Nagaraja, and KV (2013) continued to argue that in order to successfully balance the talent supply with business demand, there must be a match between capabilities and needs which is the major role of talent management. Talent management enhances the potential of people and develops capabilities which are the basic DNA of an organization. When talent is closely and continually nurtured, growth and development is realized as opposed to a situation where

talent is not recognized at all. Talent need to be enriched for it to be at its best and also for the organization to realize its worth.

The departure point of the DNA model is to translate the organization's vision into goals and mapping the competencies to achieve organizational goals. To profile the level of capabilities, organizations have to assess talent and invest in individual growth to meet and accept varied incremental and transformational roles in overall scenario of the acknowledged need for change. Talent DNA model puts an emphasis on talent management which is designed to use an organizations existing potential and capabilities to cater for current and future business needs while ensuring the skills present match with the job position and the right people for the right job at the right time. The talent DNA model is relevant to this study as it provides an analysis of available talent and the positions that could be filled comfortably while continually evaluating and upgrading current capabilities and skills to cater for business future demands. It is for the benefit of the organization to always monitor and grow the already existing talent and make it a culture to always retain talent. This way, there is always a feeder system to always fill any gaps in the organization without much struggle and with less fear of uncertainties.

2.2.3 Human Capital Theory

The human capital theory refers to the totality of competencies available in an organization, the knowledge that employees have in an organization within a certain period of time, social and personal attributes connected to the ability of the organization to create intrinsic and measurable economic value (Dinda, 2008) in a mathematical setup, the economic value an individual is able to add to the society is what is called human capital theory. To be able to understand the human capital very well, it is important to categorize it in various ways which may include: capital in a social set up, the symbolic capital, the cultural contribution to human capital, and finally the economic capital present in an organization and its contribution to the entire wellbeing of an organization. In order for employees to enrich themselves career wise, they need to be trained on their jobs well, have their career nurtured properly, give roles to enhance role modelling and also be motivated to ensure increase in productivity, efficiency, employee retention and above all to broaden their knowledge. Doing all the above also ensures there is value for training and the organization can be able to enjoy the outcomes since the outcome can easily match the expected results. This means that the future of an organization could be forecasted and in a more spectacular and accurate way as decisions are more objective based on a comparison of current outcome and future preference and expectations.

Management accounting seeks to answer the question of how human beings can be modelled as a capital asset and further broken down to the importance of human capital to the success of an organization (Crook, Todd, Combs, Woehr, & Ketchen Jr, (2011). They further state that human capital increases through education and experience. Human capital is the intangible assets of an organization and contributes a lot to the entire productivity of an organization. It entails the knowledge and skills acquired through education and training and the programs for talent growth and management. Efforts and commitments channeled in the achievement of knowledge and skills should be realized in control when actual results are compared with the expected outcome (Gary & Mincer, 2008). It is the duty of every organization to ensure that the kind of human capital it has is competent enough to be able to carry the organization to where it intends to be. An organization that does not have its human capital at heart is prone to failure or poor production of goods and services. Even if an organization is doing a lot about the resource based view, it should make sure that those employees that are using the resources are also good enough to blend well with the resources available and to ensure they maximize on the same. This theory is relevant to this study since it helps the organization evaluate the assets present and helps realize what is present that needs to be retained and improved and what is missing that needs to be introduced, improved and retained for the long-term benefit of the organization.

2.3 Empirical Literature Review

2.3.1 Employee Involvement in Management and employee retention

Marwan (2016) did a study on employee involvement in management and turnover intentions and realized that job satisfaction has a very great impact on the employee turnover in an organization and this satisfaction is influenced by job attractiveness, pay satisfaction and organizational support. The study also revealed that the beauty and continuity of an organization are highly determined by the management efforts which are indicated by the employee turnover and the entire organizational performance. Kompas and Sridevi (2010) researched on employee engagement as key to improving performance and retaining employees

and concluded that apart from the employment contract and agreement on the job requirements, job satisfaction, employee commitment and organizational citizenship, the management has to go an extra mile to create a friendly atmosphere between the employees and the employer. This ensures loyalty and performance leading to retention of talent in the organization since employees always want to be associated with an attractive organization where they realize their self-esteem.

Das & Baruah (2013) researched on management involvement and employee retention and concluded that however much technology has taken over the daily operations of businesses, the technology will still require people to run it. Therefore the management has a big challenge in ensuring they make the employees remain in an organization and be committed to the very end of the project intended. The management role is to create an atmosphere that will ensure the employees willingly remains attached to an organization for the longest period possible and being very productive.

2.3.2 Talent Management and Employee Retention

Sila (2014) did an article on the role of talent management on employee retention in corporations in Kenya and discovered that talent management is a key concern and challenge in many organizations in Kenya since if talent management is not well done the organization risks losing its employees to its competitors. She continues to argue that talent management domain in Kenya, especially in the public sector, has not been given much emphasis thus lowering the level of employee retention to 30% compared to 60% in the state corporations. This indicates that talent management is key to success and survival of an organization if it has to keep up the competition and to lower the risk of losing the employees which is an asset to the organization.

Njoroge (2012) did a research on talent management practices in commercial state corporations in Kenya and realized that the society has become knowledge-based and a key resource to the survival of an organization is the human capital. A report by Government of Kenya (2010) on strategic planning and economic survey states that when it comes to competition, the public sector is experiencing difficulties in recruitment and retention as compared to the private sectors since the public sector does not put much emphasis on talent management as compared to the private sector which has realized the benefits that come along with managing talent in an organization.

2.3.3 Training and Development and Employee Retention

An organization should ensure they have training and development programs for their employees. The organization may decide to do on-job-training or take their employees for refresher courses or even pay for employees' career advancement. Alternatively, employees may decide to develop themselves personally where they pay for their own career advancement. When they advancement in their career, their value increases as the organizational assets. Noe, Hollenbeck, Gerhart, & Wright (2007) state that effective training and development can be administered through various ways such as; through job experience, continuous assessment, formal education and though interpersonal relationships. Assessment can be done effectively through data collection, evaluation and interpretation, and providing feedback and the mode of communication used to deliver information to the involved parties. An experienced employee will always stand better chances as compared to a fresh graduate from the university since they are more familiar with the work environment and the systems at the work place. This experience comes through a continuous assessment whereby there is feedback during the assessment period and employees could also be corrected on the areas they go wrong and also maintain and improve on the areas they are better. Formal education is considered the best form of learning since you need to have the formal education for you to have the knowledge you need to apply in the real work environment.

According to Sahun (2011), training in a work organization essentially is a learning process, in which learning opportunities are purposely structured by the managerial, Human Resource and training staff working in collaboration or by external agents acting on their behalf. Organizations should have in place training programs that should be followed and practiced to ensure that employees are continually improved and developed. It is also important for human resources to ensure that all employees are given equal opportunities for learning to ensure there is no discrimination since this can bring about separation and demotivation amongst employees. If employees are demotivated, and they feel discriminated there is a likely hood that they may leave the organization in search for greener pastures. Every time employees train, it means they are getting better and their effectiveness and efficiency are enhanced thus loyalty to the organization. It also makes the employee want to stick in such an organization for the longest period possible to be the beneficiaries of the knowledge.

2.3.4 Human Resource Planning and Employee Retention

Singh(2010) state that identification of the human resource needs and plans to satisfy them is basically what human resource planning should concentrate in. An organization's human resource department should be able to develop a human resource plan for the entire organization and keep track of the employees' profiles. This will give a report on what positions are there to be filled and also who is best versed to fill the positions. If the human resource planning department in an organization fails in executing its role, it means that wrong decisions could be made, biasness is evident and the organization does not have a database for their employee which is the bank where the organization can retrieve information in case they want to do succession planning. The information and data in the employees' record should be accurate and up to date for servicing the other departments incase need arises.

Cascio(2014) states that evaluation of the available labour and estimation of future demand is the sole responsibility of the human resource department for the purposes of planning. He continued to argue that continuous evaluation of the human capital strengthens the overall organizational performance and people will always be matched to the right jobs at the right time and doing the right things. This minimizes duplication of duties and identifies job gaps that are there in an organization. This gives a clear picture of the specific areas that needs to be acted upon maybe in terms of the number of people required to avoid understaffing or overstaffing. It also helps in matching the right people for the right job to ensure there are no liabilities as result of poor matching of jobs the right person. Employees who feel intimidated due to wrong placement would be found to want to leave an organization sooner than the employer would wish because it is not everyone who is flexible enough to adjust and adapt to something different from their specialization.

All organizations exist for specific purposes and can be expressed as open systems that are vital. Usually, managers are responsible for shaping organizations to perform well and meet the needs of society. Stinchcombe (2000) describes an organization as a set of stable social relations deliberately created, with the explicit intention of continuously accomplishing some specific goals or purpose. There are many types of organizations and whether it is profit making or non-profit making, they need competent human resource and effective HRM practices to be able to achieve their objectives. Qualified employees are the most valuable assets an organization can have which cannot be emulated nor duplicated. To reduce the level of employee turnover, an organization should have a very vibrant human resource department that see to the continuous updating of the employee profiles and providing feedback and actions where necessary to ensure employees do not just leave the organization thus losing the unique talent that are already present in an organization.

Jerome (2013) asserts that an organizational design, the culture practiced and the practices by the human resource are some of the things that help in the achievement of a competitive advantage and considered the source of strength for employees to execute full potential and commitment in the workplace. If an organization has a very well laid down structure it means that employees always have confidence in setup and would have few or no challenges in executing their duties thus would want to remain. Working in and an organization where the structure is not well define is so demotivating since it creates confusion and at times can bring conflict as people would tend to define the set up themselves thus lack of flow of activities. Employees would tend to get attachment to an organization that has a well-defined structure rather than that which doesn't have a well laid down structure.

The available literature demonstrates that the fundamental HRM practices include human resource planning, recruitment and selection, job analysis; compensation and reward, performance appraisal, training and development, career management, employee relations and welfare (Armstrong, 2006). This means that the HR practices in an organization is a very big contributory factor to the overall retention process in every organization. If an organization fails in any of these functions of the human resource planning, then it means that the employees absorbed in an organization could be of lower qualification thus poor performance or it could also mean that the employees are overqualified and placed on a lower profile job leading to demotivation thus poor performance in general. If the functions are not well executed it means also that the employees would be dissatisfied hence leave the organization immaturity.

Torrington, Hall, Taylor, and Atkinson (2011) was interested in evaluating how the human resource in an organization can contribute to the overall performance and concluded that good human resource planning should be able to attract talented people who should match the right jobs in an organization so that things are done in the right way as there will be minimal errors. To enhance recruitment and retention, organizations need to make themselves attractive to talent and current thinking focusing on employer branding through marketing the organization to their employees and potential employees in the same way they market their brands to

customers to ensure they are able to outperform their competitors. It is in the interest of the organization to come up with strategies that will make the organization very attractive even to its employees to lure them into owning the organization and carry the organization flag so high that the attachment cannot be bought so easily or that they cannot be detached from the organization until maturity time which in this case is retirement age.

Every organization that has a high employee turnover experiences stagnation at some point in their operations since most of the time they are doing employee induction. Organizations should ensure they have retention programs in place to ensure employees do not just exit the organization. When there is no retention programs, employees may be trained, gain valuable knowledge that could be so profitable in cases of succession, but leave the organization before they are absorbed for top positions. When there are no retention programs in an organization it becomes very expensive if the organization has to outsource which could be avoided if proper succession planning practices are in place. Employee retention refers to the various policies and practices which let the employees stick to an organization for a longer period of time (Sandhya& Kumar, 2011).

Different organizations have different ways of employee retention. But the most commonly used ways may include: Managing employee expectations where an organization makes an effort to know each employees expectation upon joining the organization and try to meet them in the course of operation to ensure they don't leave because of disappointments and dissatisfaction. Sandhya& Kumar(2011), defines a psychological contract as a description of what an employee expects to contribute in an employment relationship and what the employer will provide the employee in exchange for those contributions. Torrington, Hall, Taylor, and Atkinson (2011) argue that two major concerns of employees in terms of their expectations include opportunities for training and career advancement. Organizations will also consider pay and benefits bearing in mind that the expectation of every employee is that pay should always be commensurate with the input. What this means is that if an employee feels that their performance is way far better than the pay they are getting, it means that chances of exiting the organization are very high and the key aim of every employer is to retain their workforce. Sila (2014) argues that pay is an indicator of status within the organization and in society at large as it contributes to some peoples' self-worth. If people feel like they are not getting enough to make them realize their worthiness, their chances of leaving are very high. They continue to argue that an employer who gives employees a chance to propose their remuneration package seems more attractive than one who is specific and not flexible i.e. on the bonuses and other allowances. Pay is said to be a satisfier, but it will not usually have an effect when other factors are pushing an individual towards quitting. This means that good pay may thus result in greater job satisfaction where the employee is already happy with their work but it will not deter unhappy employees from leaving. Torrington, Hall, Taylor, and Atkinson, (2011), state that if there is no work-life balance in an organization, in most cases employees will voluntarily quit work since they can't meet job demands and handle family matters at the same time. This is true in that if an employer does not put into consideration the employees' welfare in terms of balancing the family/ personal life and work hours, in most cases employees become unproductive or in cases where employees will still struggle to deliver, they are always on transit. To prevent family life from affecting work life, employees should consider adjustment of the working hours to match the labor requirements or on the other hand be able to compensate overtime as per regulation and this in case an employee will work overtime, it should be communicated clearly prior to the task or prior to the working day. Employers who can provide flexible working opportunities for their employees may not have employees leaving their organization so soon/ unexpectedly (Milman& Dickson, 2014). He also continues to emphasize on the need to have a clearly stipulated guide on how the flexible hours work and how to implement the same. If employees are allowed time to themselves and family, they tend to be attached to such an employer for longer periods as compared to those in an organization where employees feel oppressed to an extent where they do not have time for themselves and their family. It is always a retention factor for the organization to allow some considerable time for their employees and their families/ personal life. This enable employees to maximize on the time/days they are at work bearing in mind they will have ample time to themselves off duty. It also eliminates the culture of go slows in an organization as employees may not table their grievances directly but will strike while on duty.

2.3.5 Succession Planning Practices and Employee Retention

Researchers have done different research on the relationships between succession planning and other HR functions and most of the studies show that there is a relationship only that there are no standard guidelines to follow when carrying out succession planning practices. A study by Mishra, El-Osta, and Shaik(2010) in the

United Kingdom, attempted to review business and academic literature on Business Succession Planning using an extensive literature search of business magazines, journal databases, textbooks, and relevant reports. The study covered the context in which business succession takes place which they included, psychological, legal, financial, and fiscal matters. On the methodology, they found that there is no established and reliable methodology for the entire Business Succession Planning process. Additionally, they argue that succession planning is not an individual or small-group effort but it requires a continuous investment of time, resources, and support.

According to Adil (2015), commitment and involvement of the CEO and Board, regular talent reviews, identifying viable successors for key positions, taking a “pipeline” approach to development, holding the executive team accountable, aligning the succession plan with business strategy, managing the irrational, political, and emotional dynamics of succession, assessing performance of potential successors, integrating succession planning with performance management, recruitment, selection, development and rewards and making a serious commitment to development in terms of time and resources are the ten best practices that every organization that does everything right in relation to succession planning and retention should be following when measuring the final results. If all or most of these practices are followed, the performance of an organization should register a positive curve and employees in such an organization will not have reasons for untimely leave the organization.

K’Obonyo *et al* (2013) researched on succession strategy and performance of small and medium family businesses in Nairobi, Kenya and concluded that the relationship between succession and performance is not conclusive as to establish a clear relationship that can be duplicated. Further, there was a need to put an emphasis on all aspects of succession planning practices that will enable organizations to realize good performance since every succession plan is aimed at the long-term success of an organization and always has remedies for every aspect that is considered a gap in the organizational continuity. Business is not all about making money alone, it should put into consideration the long time survival of the business. This could be achieved through various things such as managing the talent that is present in the organization to ensure it is improved and retained. Through training the employees, the organization is able to grow them and increase productivity since the employees will be more effective and efficient in their work. Above all talented, motivated and well trained employees will not be in a hurry to leave an organization since they feel part of the organization and they also feel valued. Irfan-Shakoor, Nawaz, Zulqarnain-Asab, and Khan (2014) did a research on the impact of succession planning on employee performance: evidence from commercial banks of Pakistan and concluded that the existing level of employee’s performance can be enhanced through providing more development opportunities for employees to strengthen their skills to work in synergy to work in the banks. Though he left a gap for further studies on what is to be done to improve on the succession practices to enhance performance in organizations. If an organization does not develop its employees, chances of leaving the organization are very high in case they get a better offer.

Again, if employees are not developed, they may end up making a lot of errors in the course of their duty execution and finally they may not be productive enough. Tunje (2014) did a research on the relationship between succession planning practices and employee retention in large media houses in Kenya and said that there is a positive relationship and recommended that the existing succession planning policies should clearly be known upon employee induction and reviewed after two years since media is so dynamic. This ensures that there is continuous monitoring of talent present in an organization and backup solutions always available within the organization to counter the challenge of employee turnover. He recommended that it is important for organizations to have a standardized succession plan that captures all the aspects of talent management that ensures organizational success. It is clear that succession planning practices are there in organizations but there is no standard procedure to be followed since every organization has its own way of practicing. If an organization does not have a well stipulated succession plan, it may not be able to counter all the aspects of retention thus may encounter issues of high turnover.

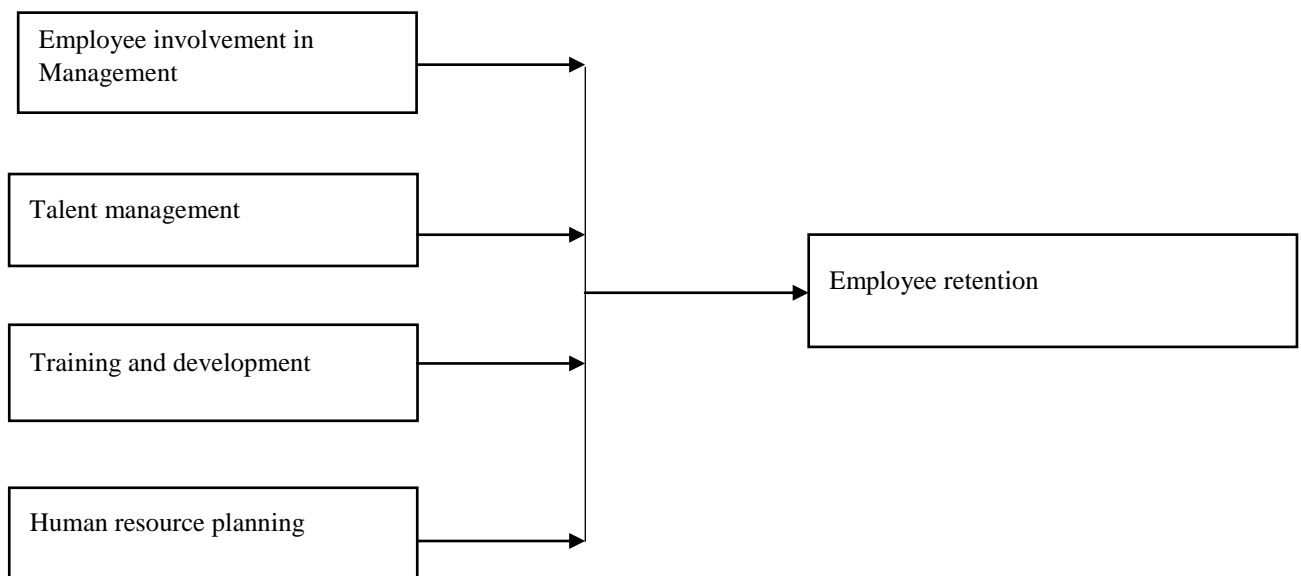
This results to poor performance, low morale of employees, conflict at the workplace and on the other hand cost implications since the employees who leave the organization need to be replaced.

Eshiteti *et al* (2013) researched on effects of succession planning programs on staff retention amongst sugar companies in Kenya and concluded that succession planning programs emerged as a strong factor influencing staff retention mainly through the provision of employee growth opportunities and job satisfaction. This was enabled through programs such as job rotation, mentoring, coaching and learning programs. The organizations that are keen in doing the above practices enjoy more productivity, low turnover, motivated

workforce and above all their talent is retained in the organization for a very long period of time reducing issues of hiring and having to train all over again. Bunkenborg, Espadas, and Molina(2013), states that Benchmarking, looking into the future and keeping it dynamic are three major keys into successful implementation of succession plans which also determines the practices that are adopted in every organization making up the culture that determines the behavior of the employees. If the culture is good, it means that the employees will be positively empowered thus good performance and low employee turnover. The input for today is the output for tomorrow meaning that the efforts you put now yields the future gain. It is very important to always invest in the human resources in an organization since it is the human resources that run the machinery and implement the strategies that are meant to enable the organization achieve its goals. If an organization does not continually monitor and evaluate the capabilities of its human resources, it likely not to notice a breakdown in the operations and also communication since feedback is supposed to solve all upcoming issues accordingly.

From all the above studies, the overriding theme is that succession planning is an important part of ensuring continuity within a business, which in turn ensures that employees feel appreciated within the company, and they feel that their career is moving in the right direction. This leads to low employee turnover, which is a situation that many companies would rather not have to go through due to the fact that recruiting and training of new employees is not only time consuming, but it is also an additional cost to the company. Furthermore, high employee turnover starves the organization of institutional memory with is the paramount objective of succession planning.

2.4 Conceptual Framework



Independent Variables

Dependent Variable

Research Methodology

3.1 Research Design

The study adopted a descriptive research design. Descriptive research design describes a behavior or a type of subject not to look for any specific relationships, nor to correlate two or more variables. The study adopted a descriptive research design since it allowed representation of the entire population by the selected sample and the findings applied to the entire population. The main advantage of the descriptive design is that descriptions can be used as an indirect test of a theory or model and some behavior or situations that cannot be studied in any other way.

3.2 Target Population

The target population of the study included all the 66 managerial staff in the seven factories. The target population is the entire number of items under investigation (Kothari 2004).

Table 1: Target Population

Tea factories	Unit managers	Department heads	supervisors	Total
Michimikuru Tea Factory	1	5	6	12
Imenti Tea Factory	1	3	4	8
Githongo Tea Factory	1	4	5	10
Kinoro Tea Factory	1	4	4	9
Kiegoi Tea Factory	1	3	4	8
Kionyo Tea Factory	1	4	6	11
Igembe Tea Factory	1	3	4	8
Totals	7	26	33	66

3.3 Data Collection Instruments and Procedure

The study used a structured questionnaire which was quantitative and qualitative in nature to collect primary data. Secondary data was also used and it involved collection and analysis of published data. A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from the respondents (Bell, Smetana & Binns, 2005). Questionnaires were more suitable for this study as the researcher developed questions in the area of interest and also analysis of data in questionnaires is easier and cannot be easily altered after the respondents have completed filling them and finally it is cheap and easy to administer. Administration of the questionnaires was through the drop and pick. Likert scale was used to rate the responses with the options of strongly disagree, disagree, neither agree nor disagree, agree, strongly agree.

3.4 Data Analysis and Presentation

Data collected was checked for completeness and comprehensibility. Then it was summarized, coded, tabulated and entered into SPSS (Statistical Package for the Social Science) for analysis. To establish the patterns and trends for easier understanding and interpretation of the findings, descriptive statistics especially frequencies, standard deviations, mean scores and frequency percentages were applied to establish the patterns and trends so as to make it easier to understand and interpret the implications of the findings. Spearman correlation analysis was used to establish the relationship between succession planning practices and employee retention. The significance of the relationship between succession planning practices and employee retention was tested at a confidence level of 95% using p-values. To establish the extent to which each practice contributes to retention, a regression analysis model was used and the below formula was applied:

$$Y_i = A + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + b_5 N + e$$

Where: R =Employee Retention

b_1 =Beta Coefficient

X_1 =Employee Involvement in Management

X_2 =Talent Management

X_3 = Training and Development

X_4 = Human Resource Planning

A = Constant Term

e = Constant Error

The summarized data was presented out in tables, charts and graphs.

Data Analysis, Presentation and Interpretation

4.1 Relationship between Employee Involvement in management and Employee Retention

The study sought to find out the relationship between employee involvement in management and employee retention. The parameters of this objective were; new programs, management support, commitment, and consultation. For purpose of interpretation, a mean score of (M) $0 \leq 1.5$ means that the respondents strongly

disagreed, between $1.50 \leq 2.50$ means they disagreed, $2.50 \leq 3.50$ means the respondents were neutral, $3.50 \leq 4.50$ means they agreed, and a mean above 4.50 means they strongly agreed.

4.1.1 New Programs

Table 2: New Programs

Response	Frequency	Percentage (%)
Strongly agree	6	8.1
Agree	10	13.5
Neither Agree or Disagree	5	9.6
Disagree	10	50.00
Strongly disagree	21	28.3
Total	52	100

The respondents who participated in the study were asked to state if there were new programs being launched within their organization. The results showed that majority of the respondents, 78.3% disagreed and strongly disagreed that their respective organizations were implementing new programs aimed at employee involvement. It is evident that employees usually have new ideas to present to the management but they are not very well taken up. This means that if the management could at least consider some of the views brought forward by the employees, teamwork could be enhanced and employees would feel the belonging. As shown in table 1 above.

4.1.2 Support by Management

The respondents were asked to state if their employers and senior managers were supportive of an initiative aimed at involving the employee in the running of their institutions. The results were as shown in table 3

Table 3: Support by Management

Response	Frequency	Percentage (%)
Strongly agree	12	23
Agree	4	7.6
Neither Agree or Disagree	9	17.3
Disagree	11	21.1
Strongly disagree	7	13.4
Total	52	100

The results showed that majority of the respondents 34.5%, stated that they disagree and strongly disagree that their management was supportive of the employee programs, while 30.7% agreed and strongly agree that their management was supportive. 17.3% neither agreed nor disagreed. This shows that in many factories, the management was less than enthusiastic towards supporting the programs initiated to make employees more involved. This means that management should at least be able to support the employees in various projects and programs that they feel could help in the success of the organization since these are the people involved with the day to day running of the activities.

4.1.3 Commitment by Employees

The respondents were asked to state if they felt that the factories employees were committed to their work. The results were presented in table 4.

Table 4 Employee Commitment

Response	Frequency	Percentage (%)
Strongly agree	24	46.1
Agree	17	32.6
Neither Agree or Disagree	4	7.6
Disagree	5	9.6
Strongly disagree	2	3.8
Total	52	100

The results showed that majority of the employees, 78.7%, felt that the factory employees were committed to their work. Only a small number of employees disagreed that employees were not committed to their work. The results illustrated the fact that most employees within the factories sampled were committed to their work. This is a very good indicator that if employees are supported and motivated, the level of commitment could be even higher leading to retention and high productivity.

Table: 5 Employee Involvement in management

Statement	M	SD	N
Does The Management Introduce New Programs In The Organization?	3.08	1.099	52
Does The Management Fully Support The Programs Introduced?	3.19	1.119	52
In Your Opinion, Are Employees Fully Committed To Work?	3.39	1.082	52

The analysis above implies that the management of the tea factories has in place policies that encourage the involvement of employees within the organization, and this has contributed to employee retention. It is also implied that the employee involvement policy is not clear to employees especially with regards to the support of the programs by the management. Evidently, it is implied that the introduction of new programs has contributed to retention although it is not well implemented in all departments as is expected. The results also show that the management has not been supporting most programs the employees were proposing meaning that if the programs were supported employees would realize their value and feel the belongingness to the organization which in turns would lead to retention.

4.2 Relationship between Talent Management and Employee Retention

The study sought to find out the relationship between talent management and employee retention. The parameters of this objective were; recruitment procedures, orientation, talent development. Respondents were instructed to respond to statements on a 5 point Likert scale of 1 to 5 where, 1. Strongly disagree 2. Disagree 3. Neither Agree nor Disagree 4. Agree and 5. Strongly agree.

For purpose of interpretation, a mean score of (M) $0 \leq 1.5$ means that the respondents strongly disagreed, between $1.50 \leq 2.50$ means they disagreed, $2.50 \leq 3.50$ means the respondents were neutral, $3.50 \leq 4.50$ means they agreed, and a mean above 4.50 means they strongly agreed.

4.4.1 Recruitment Procedures

The respondents were asked to state whether their institutions had proper recruitment procedures for their potential employees. The results were captured in table 6.

Table 6: Recruitment Procedures

Response	Frequency	Percentage (%)
Strongly agree	9	17.3
Agree	28	53.8
Neither Agree or Disagree	3	5.7
Disagree	7	13.4
Strongly disagree	5	9.6
Total	52	100

The results showed that majority of the respondents, 71.1%, were in agreement that their institutions had proper recruitment procedures for the employees. This showed that most of the factories had well-documented policies when it came to the recruitment of employees. Only a minority felt that there were not laid down recruitment procedures. Recruitment programs are very important as they enhance the adaptability of new employees and enable employees to be conversant with the organizational procedures and even the culture which is very importance e for every organization.

4.4.2 Employee Orientation

The study respondents were asked to state whether new employee underwent orientation when they joined the institution.

Table 7: Employee Orientation

Response	Frequency	Percentage (%)
Strongly agree	22	42.3
Agree	8	15.3
Neither Agree or Disagree	14	26.9
Disagree	7	13.4
Strongly disagree	1	1.9
Total	52	100

The results obtained showed that 57.6% of the respondents agreed and strongly agreed that there was an appropriate orientation for the new employees within their institutions. This shows that the management wanted the new employees to be able to settle down at the earliest opportunity into their new workstations. Orientation is the first contact point for new employees with the organization which means that if it is properly done, the employees will be able to adopt very well and if it is not properly done, there is a likelihood of employees not being able to adopt so well. In these organizations, orientation has not been fully done and this means that some of the employees could not be aware of what they are mandated to do and thus some duties could be left unattended and nobody would own up or in some instances trial and error could be evident.

4.4.3 Talent Development

The respondents were asked to state whether there were adequate opportunities for talent development within their organizations. The results are presented in table 8.

Table 8: Talent Development

Response	Frequency	Percentage (%)
Strongly agree	7	13.4
Agree	13	25.0
Neither Agree or Disagree	7	13.4
Disagree	16	30.7
Strongly disagree	1	1.9
Total	52	100

From Table 8 above, it is evident that a majority, 33.4% of the respondents felt that there were adequate opportunities, while an almost equal number, 32.4% felt that there were not enough talent development opportunities. This showed that there may be other factors that may contribute to talent development opportunities within each of the factories. In this case, the organizations did not put much emphasis on managing talents present in the organization and this is a very poor trend since the whole idea of talent management in the long run is what amounts to succession planning. The roadmap to nurturing and developing talent is what gives birth to future representatives for various positions that need to be filled in the future. This means that there is need to have talent management programs that should be put to practice to ensure proper mentoring of the talents present in an organization.

Table 9: Talent Management

Statement	M	SD	N
Does Your Organization have Proper Recruitment Procedures?	3.08	1.099	52
Does your Organization Do Employee Orientation?	3.07	1.226	52
Is there talent Development in Your Organization?	2.98	2.52	52

As shown in Table 4.10, respondents were neutral and felt that there were proper procedures for the recruitment of employees (M =3.08; SD =1.099). They also felt that employees are sufficiently oriented when they join the organization (M =3.07; SD =1.226). It is worth noting that to some extent the respondent was not sure if their organizations had talent development within their organization (M =2.98; SD = 0.964).

The analysis above implies that the tea factories are keen on managing key talent. This they do through having proper recruitment procedures within their organizations. Additionally, they are of the opinion that their organizations have sufficient employee orientation procedures in place to ease the transition for new employees. On the other hand, it is implied that there isn't sufficient talent development within the organization in most instances. For talent management to be very successful, the organization has to be consisted on the talent development programs as this is going to see to the growth of the already present talent on the organization and the organization will have a feeder system that ensures positions are filled from within rather than having to do external recruitment every time they want to fill positions which at the end of the day turns out to be very expensive. These results are in line with a study carried out by Chikumbi (2011), who states that the employee value proposition will attract the needed personnel to the company. Furthermore, the results also are in concurrence with a study by Michaels, Hadfield-Jones and Axelrod (2001) who stated that increasing the company's human talents will lead to the organization flourishing.

4.5 Training and Development

The study sought to find out the relationship between training and development and employee retention. The parameters for this objective were; on the job training, refresher courses, study leave and scholarships.

4.5.1 On Job Training

The respondents were asked to state if their institution or work offered employees on-job training. The results are presented in Table 10.

Table 10: On Job Training

Response	Frequency	Percentage (%)
Strongly agree	9	17.3
Agree	19	36.5
Neither Agree or Disagree	7	13.4
Disagree	8	15.3
Strongly disagree	9	17.3
Total	52	100

The results in table 10 showed that majority of the respondents, 53.8%, agreed or strongly agreed that they receive on job training within their respective factories. 17.3% strongly disagreed, while 15.3% disagreed that they receive on the job training. The results showed that many of the factories placed a premium in offering in-house on the job training to their employees. Training is key to the production of qualified, motivated and self-driven employees as they are well versed with the required knowledge to help them accomplish their daily tasks. Most factories do on the job training but it is equally important to support career advancement to enable the employees acquire higher level education that awards certificates to employees upon achievement of a certain level of education.

4.5.2 Refresher Courses

The study respondents were asked to state whether their employers offered them an opportunity to attend refresher courses. The responses are captured in table 4.9.

Table 11: Refresher Courses

Response	Frequency	Percentage (%)
Strongly agree	0	0.0
Agree	14	26.9
Neither Agree or Disagree	25	
Disagree	9	17.3
Strongly disagree	4	7.6
Total	52	100

The results showed that 48.0% neither agreed nor disagreed, while another 26.9% agreed that they receive refresher courses. This shows that either the employees were not aware of the existing refresher courses

available, or they were simply not interested in going for the refresher courses. The refresher courses are very important for the employee as they always upgrade and can keep up the pace of the changing technology and even the new ways of production thus the adoptability. At times when employees do not receive refresher courses, they might tend to forget since practice makes perfect and on the other hand employees may be used to performing tasks in one area and fail to be conversant with duties in the other areas even if they were earlier trained on the same. Job rotation may also serve as a very good avenue for refresher courses as employees will always be reminded of the skills needed for each new area they are assigned and will always be refreshed on the same. Most factories have not really put an emphasis on this and it could really be of great help in the development of the employee expertise and competences.

Table 12: Training and Development

Statement	M	SD	N
Is there on the Job Training within your Organization	3.46	1.035	52
Refresher Courses	2.47	1.180	52

The above analysis implies that there is on the job training for the staff members in the tea factories, which allows the staff to gain additional knowledge and skills. The results also show that there are minimal opportunities for refresher courses within the factories, which may hinder the career development of the staff members. This means that if the factories put more emphasis on training their employees and doing refresher courses they stand a better chance of having future qualified employees who could take up key roles while on the other hand the overall production will be boosted and there will be more commitment from the employees since they feel that the organization cares about them and their well-being. These results are in line with a study carried out by Saks (2015), who found that training and development was paramount, so that employees can gain additional knowledge and skills that are relevant to the direction that the company is pursuing and thus adequate preparations, resources and structures must be put in place so as to facilitate the training of employees.

4.6 Human Resource Planning

The study sought to find out the relationship between human resource planning and employee retention. The parameters of this objective were; monitoring, evaluation and job placement.

4.6.1 Monitoring

The respondents were asked to state whether there was sufficient employee monitoring within their different factories. The results are captured in table 13.

Table 13: Monitoring

Response	Frequency	Percentage (%)
Strongly agree	4	7.6
Agree	19	36.5
Neither Agree or Disagree	7	13.4
Disagree	8	15.3
Strongly disagree	4	7.6
Total	52	100

The results showed that majority of the respondents, 44.1%, agreed that there was effective monitoring within their institutions. This showed that the different factories were very keen on ensuring that the employees were effectively monitored to ensure they are productive.

For monitoring to be very effective there has to be programs in place to effect the same and the results for monitoring should be interpreted and communicated the affected parties and appropriate action taken. This helps in improving on performance and keeping track of the employee actions. This eliminates incidents of ghost workers and ensures all duties are performed as per the requirements. The factories need to improve on their monitoring activities as this will help them streamline the daily operations and know what to improve and where to reward.

4.6.2 Evaluation

The respondents were asked to state whether there was effective employee evaluation within their respective institutions. The results are captured in table 14.

Table 14: Evaluation

Response	Frequency	Percentage (%)
Strongly agree	17	32.6
Agree	24	46.1
Neither Agree or Disagree	4	7.6
Disagree	2	3.8
Strongly disagree	5	9.6
Total	52	100

The results showed that the majority of the respondents, 78.7%, agreed that employees are evaluated based on their performance. This goes to show that the factory management is interested in ensuring that only the best employees are retained. This also might mean that after evaluation, the organization might as well decide to do performance improvement plan instead of letting them go since even the hiring process is an expensive one. If evaluation is done and no action is taken to recognize or improve the result if they are demanding, then it can never be an effective one and it is going to be of no use.

Evaluation should also be communicated to the relevant parties to ensure the process is complete. The evaluation procedure in the factories is commendable but for it to be effective very effective all aspects like training and development, talent management and human resource planning among others should be improved on.

4.6.3 Job Placement

The respondents of the study were asked to state if they felt that they are placed in the correct job within the institutions based on their academic qualifications. The results are highlighted in table 15.

Table 15: Job Placement

Response	Frequency	Percentage (%)
Strongly agree	5	9.6
Agree	10	19.2
Neither Agree or Disagree	6	11.5
Disagree	12	23.0
Strongly disagree	19	36.5
Total	52	100

The results showed that majority of the employees, 59.5% believed that they were not placed in the right job based on their education. This could mean that the factories may be allocating human resource to the wrong departments or that the employees do not have clear job descriptions. Placing people wrongly means that errors cannot be escaped and the work the human resource in every department is to ensure that the right people are placed for the right job. This shows that the factories need to streamline their human resources to ensure that they don't place wrongly and to ensure that activities run smoothly and there is no duplication of duties or omissions. Poor planning leads to poor output when it comes any job setup.

Table 16: Human Resource Planning

Statement	M	SD	N
Employee Monitoring Is Done In The Organization	3.24	1.035	52
Evaluation of performance is done in the organization	3.05	1.176	52
Proper job placement is done in the organization	3.27	1.150	52

As shown in Table 4.13, respondents were neutral and felt that there was sufficient employee monitoring within the organization (M =3.24; SD = 1.035) and that there is proper job placement within the organization (M =3.27; SD =1.150). It is worth noting that employee was stated that there was an evaluation of the performance of the employees within the organization (M=3.05; SD =1.176). The analysis above implies that tea factories have in place a Training and Development policy that is incorporated within the HR Policy which allows effective employee monitoring within the organization, together with proper job placement for the employees. It is also implied that employees are not very certain that promotions and transfers are based on the evaluation of employee performance of individual staff members. These results concur with a study carried out by Chaneta (2014), who found that human resource planning was important for any organization, as it allows the management to gauge the effectiveness of their employees in different departments and make any necessary changes as they deem fit so as to utilize the employees more effectively.

4.7 Correlation Analysis of the Relationship between Succession Planning Practices and Employee Retention

The analysis as shown in Table 4.13 indicates that there is a significant relationship between succession planning practices and employee retention ($r = 0.274$, $p < 0.001$). Therefore, it can be deduced that succession planning practices contribute (27.4%) to employee retention. This result is consistent with a study carried out by Anitha (2016), who found that there is a positive correlation between succession planning and employee retention.

Table 17: Results of Spearman Correlation Analysis for Relationship between Succession Planning Practices and Employee Retention

			Succession practices	planning	Employee Retention
Succession practices	planning	Sig.(2-Tailed)	1		0.274**
		N	52		52
Employee Retention		Sig.(2-Tailed)	0.274**		1
		N	52		52

Conclusion and Recommendations

5.1 Conclusion

The study concludes that many of the factories within the county had put in place sufficient measures that would allow for smooth succession within their organizations, though there is a need for additional measures to be put in place for them to fully realize their organizational goals regarding succession and employee retention. The factory needs to have a management with higher level of education to ensure they could be in a position even to train their juniors on most issues where by the junior employees would not really have to take off duty or leave to go back to school but on the job training could be of great benefit to the organization as a whole. Employees need to feel as part of the organization so that they can have the urge to remain in the organization willingly for the longest time possible and at the same time being very productive. The study also concludes that many factories have not put much emphasis on talent management and it is through the nurtured talents that organizations produce future employees to fill management gaps for those who die, leave the organization or even retire.

If talent management is properly done, there is going to be a feeder system that is going to take care of the gaps that may come up without necessarily having to call for recruitments from outside the organization. This will see to it that cost is reduced, time will be saved, production increased and low turnover will be realized. The management also on the other hand does not support programs that employees propose and this could be a setback since it is the employees that are involved in the day to day operations and hence improved production. The management if it could take time to evaluate some of the suggestions by the employees, at times they could be of great help since there will be a pool of ideas, knowledge, innovations and also inventions that could lead to product differentiation and create a niche. The study also shows that retention cannot be successful if employees are not well motivated and this can be realized through continuous career development strategies, monitoring and evaluation, proper placements, proper talent management and above all the management should be of great support and initiate programs that are helpful to the organization.

Finally, most factories have not completely embraced succession planning practices that contribute to employee retention meaning long term survival of an organization since no organization would love to start its operation and within a short period of time they close down the business. It would also not cause any harm for the factories to seek for advice from experts on matters pertaining succession planning as proper succession planning practices would ensure employees are retained on an organization for a very long time. In other words, if an organization has well trained and motivated employees who have stayed in an organization for a longer period of time, they understand the running of the organization as well as the organizational culture which in turns gives an organization a brand name.

5.2 Recommendations

The study recommends that factories in the region need to invest more in training and development and talent management for their employees in order to make them more eligible for succession and retention. If employees in an organization are not well trained it means that they will not have confidence in themselves and the management itself will also not have confidence in the employees. This will translate to poor services and substandard products which could be harmful to the end consumers and also could lead to a bad name for the organization. Training does not necessarily entail going back to class but also this like refresher courses, on the job training, teambuilding and group assignment would be very good tools for training among others that could lead to high production and low turnover.

Also if talent is not well managed in an organization it means that it is going to be wasted thus no future backup and also employees may opt to leave to look for greener pastures where they feel their talent is being recognized and rewarded. It is also recommended that the management of the factories should be more open-minded in involving employees in making decisions that may affect them on a day to day basis. In today's changing business world collective decision making is very important whereby organizations should consider it important to engage its employees in decision making to ensure that they are also going to be willing to implement whatever decisions reached by the management since the management will not be on the ground to do the work by themselves but delegate duties to the employees. Furthermore, the factory management should strive to match employees with the correct jobs within the organization, and also ensure that the monitoring and evaluation of the same are done above board so that no employee feels left out. Talent management basically amounts to succession planning since those that are mentored are the ones that are considered to fit best in the

vacant key positioned. This is because the organization has nurtured the talent and they are sure the employees in this category are conversant with all the procedures, policies and the organizational culture.

The human resource in this case is responsible for job placement, monitoring and evaluation. If they do all the above very properly it means that employees will be placed to do the right job with the right qualification. Therefore it is recommended that the factories should be very keen in ensuring that the right people are recruited for the right job and that monitoring is carried out at the appropriate time and after evaluation is done the results are communicated to the right parties and that proper action is taken upon realizing the results. This will see to it that employees are well informed of all the requirements and that they will be able to own their jobs leading to employee retention. The human resource should also ensure that they follow the organizational policies on the terms of assuming roles since they take too long to recognize talents and appoint them for higher levels. It is also very key that the human resource keeps the records and tracks the same for the purposes of making the correct decisions in relation to the updated records to avoid biasness and wrong placements when need arises. Finally the study recommends that all the factories should put in place proper succession plan that serves as guideline for the present and future since it will lead to employee retention and total commitment. An organization without a road map can lead anywhere since if someone is walking or running without a destination any road can lead you there.

5.3 Areas for Further Research

The results from the study pointed out a number of opportunities for further research;

- i. There is need to carry out a similar study in other sub-counties in order to see if the results are similar
- ii. There is need to investigate the approaches that managers use to train and develop their employees
- iii. There is also need to establish the most appropriate programs for talent management to create a feeder system for organizations
- iv. There is need to do monitoring and evaluation to find out whether human resource planning is properly done in the organizations.

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