Relationship between Individualized Consideration and Succession Management of Employees in the Public Sector in Kenya

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ABSTRACT

Succession management is a critical function in any business. It helps the leaders identify the potential leaders who can assume managerial positions in case a person holding a leadership position leaves the organization for various reasons. Effective succession management enables the organization to continue its operations during leadership transitions with minimal disruption. At both the national and county government levels, Kenya's public service currently faces recurrent succession management challenges which have been occasioned by an aging workforce, staffing gaps, skills mismatch and high staff turnover which if not resolved will affect the quality of service delivered. This research sought to determine the relationship between individualized consideration and succession management of employees in the public sector in Kenya. The study was conducted in twenty-two (22) ministries in Kenya because they are experiencing recurrent succession management challenges. Theory that guided the research was Transformational Leadership Theory and the Leadership Pipeline Model. A descriptive survey research design was used combining both quantitative and qualitative approaches. The study's targeted population was 597 heads of state departments (directors) and human resource managers from 22 ministries in Kenya. Using the purposive sampling technique, 240 respondents were selected for the study. Data was collected using questionnaires and an interview guide. The correlation analysis results revealed that individualized consideration (r = 0.641, p<0.05) had a strong positive relationship with succession management. Further, ANOVA results revealed that individualized consideration exerts a significant and positive relationship with succession management of employees in the public sector in Kenya (F (1, 201) = 140.535, p<.001). The study concluded that individualized consideration has a notable and positive connection with succession management. However, based on the study findings, the individualized consideration dimension is rarely practiced by the leaders hence they should improve on practicing this transformational leadership dimension. The researcher recommends that leaders should emphasize on treating employees individually, listening to them, coaching them and guiding them to develop their careers.

Keywords: Individualized Consideration, Public Sector, Succession Management, Transformational Leadership

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I. INTRODUCTION

Globally, succession management has been important in ensuring the continuity of the organizations as well as the management of human resources (Chirchir & Koros, 2021). As put by Owolabi and Adeosun (2021), succession management is a process that focuses on personnel planning, which involves finding, hiring and training staff members who can take on managerial or leadership roles. According to the Chartered Institute of Personnel and Development (2020), succession management also involves the identification of potential leaders and developing them to assume future managerial positions when left vacant. The main aim of succession management is to fill key roles effectively if a current post-holder leaves the organization (Chartered Institute of Personnel and Development [CIPD], 2020).

Finding the appropriate individuals and preparing them to be future leaders is crucial. Leadership has a great deal of responsibility, and it can go wrong if not handled well. Thus, as leaders, it is crucial to assign this duty to the appropriate individuals (Mehta, 2021). This implies that to groom potential future leaders, the organization requires a succession planning program and commitment from the leaders. A leader is the central pillar of human resource development in an organization. Leadership influence' not only improves the organization's performance but also enhances its subordinates' career development. A leader's style is how leaders influence their subordinates to and accomplish their objectives (Ahmad et al., 2017). Leadership influence is evident in a variety of contexts, such as employee strategy planning, performance evaluation, training, and incentives.

Effective leadership entails the attainment of everyday goals as well as ensuring that the organization is ready for any change that occurs in the course of the business. Leadership style has a vital role in succession management. One of the most used leadership style is the transformational leadership style. In the 20th century, leadership specialist

Gregor Burns first proposed the idea of transformational leadership. Through the provision of necessary resources, transformational leaders empower their followers to fulfill their potential and accomplish company goals and objectives (Ahmad et al., 2017). According to Burns' leadership theory, employees who are influenced by a transformational leader will go above and beyond what is expected of them at work (Bass, 1985).

The transformational leadership style has four dimensions that can be utilized by the leaders (idealized influence, inspiration motivation, intellectual stimulation and individualized consideration). Different researchers have linked individualized consideration dimension to succession management in Malaysian public sector (Ahmad & Saad, 2019; Ahmad et al., 2017) and not in Kenya. Other empirical studies liked individualized consideration to employees' job satisfaction (Khalil & Sahibzadah, 2017; Haleem et al., 2018) and organizational performance (Kayago et al., 2023). Hence, this study intends to fill the gaps by analyzing the relationship between individualized consideration and succession management in the Kenyan public sector.

1.1 Statement of the Problem

Most HR managers should make "No Surprises" their motto. However, the surprises are inevitable. When a key person reveals they are leaving the organization with immediate effect, it can cause a lot of chaos and be an unpleasant surprise for organizations with ineffective succession management. This key staff was given a more responsible upper-level position in addition to being classified as having "high potential," which suggests that they might be ready for a senior leadership position. Their departure could result in leadership vacancies along that succession line. Surprises are unavoidable, but what matters is how prepared the HR division is to deal with them. Part of an organization's ability to survive in a highly competitive global economy is its ability to find and train successors for important roles. Succession management is the process of finding potential successor(s) for important roles and preparing them for increased organizational responsibilities through job assignments and other developmental activities (CIPD, 2020).

The public sector in Kenya is experiencing several succession management problems that the leaders must address to reach their full potential of providing citizens with higher service delivery standards and assist the government in implementing Kenya Vision 2030, the country's long-term development blueprint. The staffing shortages in the grading structures, staff stagnation, job-skill mismatch, excessive staff turnover in some important cadres, and a lack of essential skills and competencies are among the problems being experienced by the public service (Public Service Commission report, 2021). The PSC data showed more than 4,500 civil servants were 60 years and above as of Dec 2023.

Further, the PSC data of July 2024 indicated that at least 775 workers would be exited from ministries and state departments while another 10,107 would leave by the end of the next three years (2024-2027). In a presidential circular of July 2024, the president directed that all public servants aged 60 years and above to proceed to retirement. Also, in measures to cut the cost of running the government, the president said there will be no more extensions of tenures of the civil servants. With the workforce being bloated with the older group and mass exits happening in the public service, this represents a massive loss of critical skills and competency which are necessary for service delivery.

To address these challenges, there is a need by the Kenyan public Service to deliberately identify and prepare suitable successors to assume power when need arises. Studies have been done linking individualized consideration to succession management and reported a positive significant relationship (Ahmad et al., 2017; Ahmad & Chulan, 2019; Ahmad & Saad, 2019). However, these studies have been done in the Malaysian Public sector. Other empirical studies have linked individual consideration to organizational performance (Kayago et al., 2023: Ondari et al., 2018; Datche et al., 2015) and job satisfaction (Khalil & Sahibzadah, 2017; Haleem et al., 2018). Therefore, this study aims to close these gaps by examining how succession management and individualized consideration relate to one another in the Kenyan public sector.

1.2 Research Objectives

The study's objective was to investigate the relationship between individualized consideration and succession management of employees in the public sector in Kenya.

1.3 Hypothesis

Ho$_1$: Individualized consideration dimension has no significant relationship with succession management of employees in the public sector in Kenya

II. LITERATURE REVIEW

2.1 Theoretical Review
2.1.1 Transformational Leadership Theory

Downton in 1973 introduced the concept of transformational leadership in a book called leadership book. Further, in 1978, Burns developed the concept of transformational leadership. Burns (1978) defined two leadership styles in his leadership book: transactional leadership style and transformational leadership style. Transactional leadership entails interaction between the leader and the followers. (e.g., the follower receives wages or prestige for compliance with the leader's wishes). The leader obtains the cooperation of followers by offering something in exchange of their efforts; therefore, followers accept the leader's authority because they have something to gain.

The second type is transformational leadership, which is defined as the process of influencing fundamental changes in the attitudes, beliefs, and values of followers to the point where an organization's goals and the leader's vision are internalized and followers perform above expectations (Bass, 1985; Yukl, 1999a; 1999b). In this process, leaders and followers help each other become more moral and motivated (Carlson & Perrewe, 1995). Leaders may get the best out of followers by getting them to identify with a vision that goes beyond their immediate self-interests. The transformational leader elevates the higher-order needs of the followers, and as a result, leaders and followers inspire and drive one another.

This implies that the aims and aspirations of both parts congeal into one, establishing common goals in which they can identify themselves (Bryman, 1992). Bass identified some sub-dimensions of transformational leadership, including intellectual stimulation, inspiring drive, individual consideration, charisma (later known as an idealized influence), and so forth. The difference between transactional and transformational leadership served as the foundation for comprehending the actual nature of transformational leadership. According to Burns (2003), a leader cannot be both transformative and transactional since transactional leaders strive to satisfy followers' basic needs in return for achieving their own objectives. In contrast, transformational leaders interface with followers in a mutually enriching environment that allows them to realize their higher-order needs and initiate a process of self-growth and transformation (Khanin, 2007). Thus, Burns (1978) suggests that transformational leaders appeal to positive moral values. Scholars and practitioners have embraced transformational leadership theory as one way organizations can encourage employees to perform beyond expectations.

2.1.2 The Leadership Pipeline Model

One of the main issues that many organizations are currently dealing with is leadership. Ineffective leadership can negatively impact people's lives and lead to business failure. The most crucial facets of leadership are the development and succession process at work. The consequences of not having a proper leadership succession plans might be long-lasting. The issue of leadership succession is not a new phenomenon. Every firm must consider how to keep the company moving forward and fill leadership roles as employees leave the organization for various reasons. Organizations have struggled with the problem to varied degrees for years. Finding the appropriate skills for these demanding professions has been and will continue to be the most pressing human resource concern. Due to these difficulties, organizations and theorists started experimenting with various theories and models for leadership succession.

Charan et al. (2001) in their book 'The Leadership Pipeline' published in 2000, established a six-step leadership pipeline model that caters to each leader's significant experiences. The six transitions are: (1) from managing yourself to managing others; (2) from managing others to managing managers; (3) from managing managers to functional managing; (4) from functional managing to business managing; (5) from business managing to group managing; and (6) from group managing to enterprise managing. The Charan et al. (2001) model provides a framework for moving leaders from entry-level positions to senior executives. The concept's purpose was to ensure that organizations have strong internal leadership.

The leadership pipeline approach eliminates the need for the company to search outside of itself for qualified leaders by establishing an internal stepladder that moves talented individuals from one position to another. The model of the leadership pipeline develops a framework for identifying leaders, assessing their leadership competencies, planning their professional development and assessing the methodology's efficacy. This model was used to address the succession management variable as it will guide organizational managers and leaders on the process to follow to develop a pool of talented people who can assume leadership positions in case of planned or unplanned exits.

2.2 Empirical Review

In their study, Kayago et al., (2023) investigated the influence of individualized consideration dimension on the organizational performance of the South Eastern Kenya Economic Bloc (SEKEB) counties with innovation as the moderating variable. Their study was guided by transformational leadership theory and strategic leadership theory. The

researchers adopted descriptive research design and their research philosophy was pragmatic. The researchers obtained a 289 sample size from a target population of 408. The sampling technique used by the researcher was stratified. Data was gathered using questionnaires and analyzed using descriptive analysis, Pearson correlation and multiple regression. Their study results indicated that there was a positive and significant influence of individualized consideration on organizational performance.

A study conducted by Ondari et al. (2018) sought to ascertain the effect of individual consideration on the organizational performance of state-owned corporations in Kenya. Measures of central tendency, such as the mean and standard deviation, were commonly employed in this descriptive study. According to the authors, semi-structured and structured questionnaires were employed to obtain primary data from the sources using a 5-point Likert scale. Drop-and-pick distribution was used to deliver the questionnaires to the respondents. The data was subjected to both descriptive and inferential statistics. The results showed a significant relationship between individualized consideration and the organizational performance of state-owned corporations in Kenya.

The effects of transformational leadership styles, organizational commitments, and teamwork performance in law enforcement were examined by Azmi and Arshad (2019). The Malaysian study discovered that two elements of transformational leadership styles, namely inspiration motivation and individual consideration, have favourable and substantial correlations with collaborative performance. Ogola et al., (2017) investigated how specific consideration leadership behavior affected worker performance in Kenyan small and medium-sized businesses. Data from the sampled 226 managers of 100 SMEs in Kenya was gathered using a questionnaire. Individualized consideration leadership conduct and employee performance in Kenyan SMEs were shown to be positively and significantly correlated, according to the findings.

Research on the effect of transformational leadership style on organizational performance was carried out in Jordan by Orabi (2016). 249 workers from three Jordanian banks provided the data. Three elements of transformational leadership; inspiration motivation, intellectual stimulation, and individual consideration contributed 81.6% to organizational success, according to the study's findings. Individualized consideration was shown to be an important aspect in succession planning among public sector employees, according to research conducted in Malaysia by Ahmad, Mohamed, and Manaf (2017).

2.3 Conceptual Framework

The independent variable was operationalized using three indicators which are individual recognition, individual mentorship and self-development. Succession management was the dependent variable operationalized with availability of potential candidate, potential candidates developed and career development.
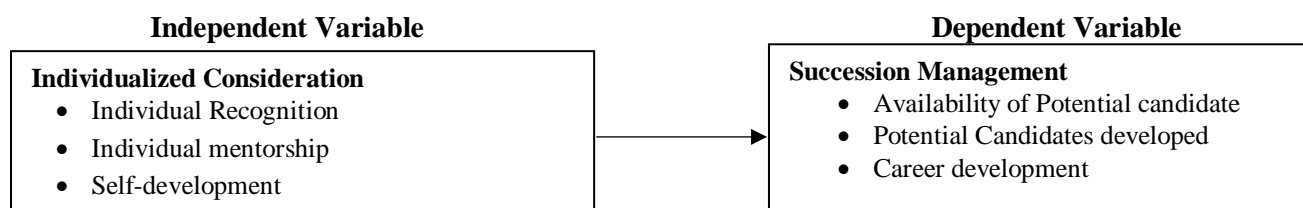
Independent Variable	Dependent Variable
Individualized Consideration • Individual Recognition • Individual mentorship • Self-development	**Succession Management** • Availability of Potential candidate • Potential Candidates developed • Career development

Figure 1
Conceptual Framework

2.3 Literature Review
2.3.1 Individualized Consideration

Transformational leadership is concerned with the individual employee and his/her needs as opposed to the homogenous treatment for all participants' needs. A transformational leader usually listens to and shares an individual's concern while concurrently building the individual's confidence. Mentoring role is the best way to represent individualized consideration. The mentor takes time to understand the strengths and weakness of the employee and develops their abilities and confidence levels (Avolio et al., 1991). A leader can also act as a personal advocate for an individual employee whenever necessary.

A leader can further take an extra mile to ensure that the employee finds help and resources necessary to achieve current goals. Transformational leader should attempt to remove any red tapes in the system that inhibit both the development and performance of the employees with an aim of helping them achieve their optimum performance. Behaviors relating to the practice of individualized consideration can be more symbolic in nature, especially at higher levels of management. For example, the general manager or CEO who takes time to learn as many employees names as possible so that conversations, as infrequent as they may be, can be more personal. Leilei et al., (2012) considered

management by walking as a successful leadership style; not primarily looking for trouble or exceptions, but rather attempt to find activities that are worthy of praise and recognition.

The style demonstrates an important symbiotic relationship between individual employees and their leaders in the organizational hierarchy. Co-workers can also show concern for one another by taking time off their busy schedule and share a few words of encouragement with their co-workers. This in cognizance that each employee has different needs, which can change over time based on the influence of the leader. Transformational leadership should diagnose and evaluate the employees' needs and strategize how to elevate them and develop each follower to their optimum potential (Mascareño et al., 2020; Avolio et al., 1991).

2.3.2 Succession Management of Employees in Public Sector in Kenya

Succession management is the process of identifying and developing potential future leaders and senior managers, as well as individuals, to fill business-critical roles (CIPD, 2020). The notion of succession management was defined by Rothwell (2010) as "an intentional and methodical effort by an organization to assure leadership continuity in important roles, retain and grow intellectual and knowledge capital for the future, and stimulate individual advancement." The primary goal of succession management is to ensure that important positions can be filled efficiently if an existing employee departs the company (CIPD, 2020). A framework for succession planning is necessary for effective succession management.

Succession planning is not just a one-time administrative task, it requires continued employee development. The first stage in succession planning is for the leader to determine which roles are susceptible and crucial. The leader here chooses the positions that mostly need successors. The leader has to consider the position's vulnerability and criticality so as to make a better decision. Second, to help the organization identify candidates with the necessary experience, the leader also creates eligibility requirements, which include a description of the role and performance standards. Thirdly, using the profile that was established in step two, the leader finds a talent pipeline. Finding workers in qualified positions who may temporarily fill the vacancy and possibly apply for the post should the necessity arise is the next stage.

Developing a plan of action to get the successor or successors ready is the fifth phase. Creating a developmental plan for prospective successor's aids in identifying prospects for significant progress. Lastly, the leader evaluates the succession plan. Every year, the organization's succession planning activities are evaluated, which aids in continuously enhancing the effectiveness of the succession planning approach. The national and county governments of Kenya must invest heavily in succession management methods given the high turnover and wave of impending retirements among many managers and supervisors. According to different Public Service Commission reports of 2018, 2019 and 2020, succession management remains a challenge that is affecting service delivery to the citizens.

According to (the Ministry of Public Service, Youth and Gender Affairs, 2017), issues related to succession management in the public sector include an aging workforce, inadequate workforce, skills flight, and brain drain, notably in the professional and technical cadres. Therefore, effective succession management for public service is a practice that cannot be ignored in organizational survival strategy and forecast. Previously, a lot of research has been done in different countries like Malaysia linking transformational leadership to succession management. Transformational leadership's primary goal is to apply succession management techniques in public service organizations. (Ahmad et al., 2024; Ahmad, 2018). This study aimed to investigate the relationship between Kenyan public servant succession management and transformational leadership dimensions.

III. METHODOLOGY

The study adopted a descriptive research design. Descriptive research design is a process of research in which the researchers integrate qualitative and quantitative methods of data collection and analysis to best understand the research purpose (Creswell & Plano, 2011). Various concepts like hypotheses and objectives were formulated and tested using positivism research philosophy approach. The study's targeted population was 597 directors and senior human resource managers working in twenty two (22) ministries in Kenya. Yamane (1967) formula was used to calculate a sample size of 240 respondents who were purposively selected from the twenty-two ministries in Kenya.

Table 1

Spreading the Sample across the Study Area

S/NO	Category	Population	Sample Size
1	Ministry of Foreign and Diaspora Affairs	68	27
2	Ministry of Interior and National Admin	45	18
3	Ministry for Defense	6	2
4	The National Treasury and Economic Planning	88	36
5	Ministry of Public Service, Performance and Delivery Management	40	16
6	Ministry of Roads and Transport	48	19
7	Ministry of Lands, Public Works, Housing and Urban Development	7	3
8	Ministry of Information, Communication and the Digital Economy	14	6
9	Ministry of Health	57	23
10	Ministry of Education	66	27
11	Ministry of Agriculture and Livestock Development	31	13
12	Ministry of Investment, Trade and Industry	21	8
13	Ministry of Co-operatives and Micro, Small and medium Enterprises (MSMES) Development	6	2
14	Ministry of Youth Affairs, Creative Economy and Sports	14	6
15	Ministry of Environment, Climate Change and Forestry	7	3
16	Ministry of Tourism and Wildlife	3	2
17	Ministry of Gender, Culture, the Arts & Heritage	14	6
18	Ministry of Water, Sanitation and Irrigation	13	5
19	Ministry of Energy and Petroleum	9	4
20	Ministry of Labour and Social Protection	28	11
21	Ministry of East African Community, the ASAL & Regional Dvpt	16	6
22	Ministry of Mining, Blue Economy and Maritime Affairs	8	3
	Total	**597**	**240**

Data was collected using questionnaires from 240 respondents. The questionnaire contained open-ended and closed-ended questions. This allowed the researcher to collect both qualitative and quantitative data. Responses were rated on a five-point Likert scale starting from strongly agree to strongly disagree. Because it provides a multi-indicator measure and addresses the drawbacks of depending solely on one indicator, the Likert scale was taken into consideration for this study (Bryman, 1993). The researcher used drop and pick method to collect data. The data collected was analyzed using both descriptive and inferential statistical methods.

IV. FINDINGS & DISCUSSION

4.1 Response Rate

The research was conducted among heads of state departments (Directors) in ministries in Kenya. A sample of 240 respondents from 22 ministries were selected to participate in the survey. A total of 240 questionnaires were distributed, 222 responded and 203 were found to be useful for statistical analysis. The response rate for this research was 84.58%. According to Mugenda and Mugenda (2003), a more than 50% response rate is appropriate for analysis.

Table 2

Response Rate

Questionnaire	Frequency	Percentage
Returned	203	84.58
Un-returned	37	15.42
Total	**240**	**100**

4.2 Descriptive Findings of Individualized Consideration Dimension

The study sought to establish the relationship between Individualized Consideration dimension and Succession Management in public sector in Kenya. The results are presented in Table 3.

Table 3

Descriptive Statistics Results for Individualized Consideration dimension (N=203)

Statements (IN CO.)	DS=1	D=2	N=3	A=4	SA=5	MEAN	SD
My supervisor praises the best-performing employees who work well before the other employees	34(16.7)	36(17.7)	46(22.7)	59(29.1)	28(13.8)	3.054	1.301
My supervisor gives a token of appreciation to the best-performing employees	67(33.0)	47(23.2)	45(22.2)	31(15.3)	13(6.4)	2.389	1.263
My supervisor issues a letter of appreciation to the better-performing employees	67(33.0)	52(25.6)	40(19.7)	30(14.8)	14(6.9)	2.369	1.269
My leader allows me to work with experienced people to enhance my skills	18(8.9)	29(14.3)	40(19.7)	83(40.9)	33(16.3)	3.414	1.180
My leader allows me to work in different departmental sections to get a general view of other jobs	34(16.7)	38(18.7)	54(26.6)	62(30.5)	15(7.4)	2.931	1.209
My leader takes me to other organizations to learn better ways of doing my job	58(28.6)	39(19.2)	48(23.6)	38(18.7)	20(9.9)	2.621	1.334
The ministry sponsors employees who want to advance their careers	37(18.2)	26(12.8)	51(25.1)	64(31.5)	25(12.3)	3.069	1.291
The organization allows employees time to concentrate on their studies	22(10.8)	23(11.3)	58(28.6)	71(35.0)	29(14.3)	3.305	1.175
The organization takes employees to visit other organizations to learn how to improve their services	49(24.1)	34(16.7)	62(30.5)	36(17.7)	22(10.8)	2.744	1.299
Average						**3.005**	**1.014**

The study sought to examine the relationship between individualized consideration and succession management of employees working in the public sector in Kenya. According to the study findings in table 3, the respondents' mean score of 3.054 and standard deviation of 1.301 indicate that the respondents were ambivalent about their supervisors praising the top performers who put in more effort than the others; The mean of 2.389 and standard deviation of 1.263 indicate that they disagreed that their managers give a token of appreciation to the top-performing staff members. Also, as indicated by a mean of 2.369 and a standard deviation of 1.269, the respondents had no opinion about the claim that their managers had written letters of gratitude to the higher-performing staff members. Furthermore, as indicated by a mean of 3.414 and a standard deviation of 1.180, they were indifferent to the fact that their boss permits staff members to collaborate with seasoned professionals in order to improve their skills. They were also neutral that their leader allows employees to work in different departmental sections to get a general view of other jobs as shown by a mean of 2.931 and standard deviation of 1.209. As seen by a mean of 2.621 and a standard deviation of 1.334, they were therefore indifferent to the idea that their bosses send staff members to other companies to learn more effective work practices.

As indicated by a mean of 2.621 and standard deviation of 1.291, respondents were also neutral about the ministry's support of employees who wish to progress in their professions. With a mean of 3.305 and a standard deviation of 1.175, they were also neutral to the statement that their boss gives staff members time to focus on their studies. Finally, as indicated by a mean of 2.744 and a standard deviation of 1.299, the respondents had no opinion regarding the statement that the company sends staff members to other firms to learn how to enhance their services. The average mean of 3.005 indicates that, on average, the respondents were neutral about the statements regarding individualized consideration. The results are inconsistent with the results of Ahmad and Saad (2019) who reported that most respondents agreed with the statements about individualized consideration(M=3.844, SD=0.532).

A standard deviation of 1.014 indicates that the respondents' answers were less diverse. The findings are consistent with the findings of Ahmad et al., (2017) who reported a positive relationship between succession management and individualized consideration. Respondents were asked to indicate whether the supervisor gives them individual consideration when dealing with them

Table 4

Responses on whether the Supervisor gives Employees Individualized Consideration when dealing with them

Response	Frequency	Percent
Yes	128	63.1
No	75	36.9
Total	203	100.0

When asked if their supervisor gives employees individualized consideration when dealing with them; 128 respondents indicated that they got individualized attention while 75 stated no. The findings agree with the results of

Ahmad and Saad (2019) who reported that most of respondents agreed that their leaders give them individualized attention when dealing with them. Those who reported that the supervisor gives them individualized consideration indicated that their leaders value and seek their opinions, others appreciate their efforts, and others recommend employees for training and being allowed to present issues to their leaders. Other respondent indicated that their leaders are concerned with their well-being and wellness. The responses agree with the statements of Mascareño et al., (2020) who stated that transformational leaders should identify, assess, and plan ways to improve staff and help each follower reach their full potential. Further, respondent's statements agree with those of Ahmad and Saad (2019) who stated that a leader is positively developing the next generation of leaders when he mentors them, treats his employees like individuals, and attends to their unique requirements.

Those who differed indicated that they want their leaders to give them personal consideration, promote equality in the organization, avoid nepotism and tribalism, and promote harmony, others respondents suggested that they want their leaders to appreciate them in the presence of others with just words, others want more appreciation for the job well done, others want leaders to consider their views when it comes to decision making and avoid biased individual consideration. These statements and opinions are supported by responses from HR managers who indicated that they reward the best-performing employees by giving them a recommendation letter, normal praise and others receive 13th salary. The best-performing employees are also recommended to attend different trainings and others are promoted on merit.

4.3 Descriptive Results for Succession Management
The study sought to establish the succession management of employees in public sector in Kenya

Table 5
Descriptive Statistics Results for Succession Management

Statements (SM)	DS=1	D=2	N=3	A=4	SA=5	MEAN	SD
There is an adequate number of potential candidates who have been identified to occupy managerial positions	37(18.2)	37(18.2)	50(24.6)	59(29.1)	20(9.9)	2.941	1.265
Some viable internal candidates have been identified for future managerial positions	35(17.2)	33(16.3)	55(27.1)	62(30.5)	18(8.9)	2.975	1.233
Vacant leadership positions are easily filled from the pool of potentially identified candidates in the ministry	47(23.2)	43(21.2)	43(21.2)	55(27.1)	15(7.4)	2.744	1.283
Senior managers usually develop highly qualified capable staff to fill vacant leadership positions	32(15.8)	24(11.8)	50(24.6)	78(38.4)	19(9.4)	3.137	1.223
There is an effective Leadership development program that helps identify the critical training and development needs for potential future leaders	36(17.7)	39(19.2)	42(20.7)	68(33.5)	18(8.9)	2.965	1.264
Leadership development activities are often undertaken to develop internal candidates for future managerial positions	34(16.7)	42(20.7)	49(24.1)	59(29.1)	19(9.4)	2.936	1.243
Senior managers provide career advancement opportunities to the employees in the ministry	29(14.3)	38(18.7)	45(22.2)	66(32.5)	23(11.3)	3.094	1.260
Senior managers provide employees with the necessary support they need to develop their careers	26(12.8)	31(15.3)	50(24.6)	74(36.5)	22(10.8)	3.172	1.200
Senior managers promote employees internally to achieve greater seniority and broaden their management skills.	31(15.3)	37(18.2)	39(19.2)	76(37.4)	20(9.9)	3.084	1.250
Average						**3.005**	**1.014**

According to the study findings in table 5, respondents were neutral on the statement, that there is an adequate number of potential candidates who have been identified to occupy managerial positions as shown by a mean of 2.941 and a standard deviation of 1.265. A mean of 2.975 and a standard deviation of 1.233 indicate that some viable internal candidates have been identified for future managerial positions, despite the fact that respondents were neutral on the statement. Additionally, as indicated by a mean of 2.744 and a standard deviation of 1.283, the leaders had no opinion on the open leadership posts, which could be readily filled from the pool of prospective individuals in the ministry. A mean of 3.137 and a standard deviation of 1.223 also indicate that respondents had no opinion about the statement that senior managers often develop highly skilled personnel to fill open leadership roles.

As indicated by a mean of 2.965 and a standard deviation of 1.264, respondents likewise had a neutral opinion about the existence of an efficient leadership development program that aids in identifying the crucial training and

development requirements for prospective future leaders. As indicated by a mean of 2.936 and standard deviation of 1.243, respondents were likewise undecided about the claim that leadership development exercises are frequently conducted to cultivate internal prospects for future managerial roles. Additionally, a mean of 3.094 and a standard deviation of 1.260 indicate that respondents were neutral on the statement that top managers offer ministry staff member's possibilities for career progression. As shown by a mean of 3.174 and a standard deviation of 1.200, respondents were neutral on the statement that senior managers provide employees with the necessary support needed to develop their careers.

Lastly, a mean of 3.084 and a standard deviation of 1.250 indicate that respondents were neutral about senior managers promoting staff members internally to advance in seniority and develop their management abilities. The average mean score of 3.005 indicates that, on average, the respondents were neutral about the succession management statements. The findings are supported by the results of Ahmad and Saad (2019) who reported that the respondents were neutral on the statements about succession management (M=3.423; SD=0.444). The study of Ahmad et al., (2017), measured succession management using two indicators which are future leader (M=3.75; SD=0.536) and career development (M=3.423; SD=0.444). Their means and standard deviation agree with this study. The standard deviation of 1.014 indicates that the respondents' answers were less diversified.

Managers were asked to indicate some of the management activities undertaken by the ministries. The succession-related activities included the identification of potential leaders, and their developing through training, being assigned to an acting position and promotions from within one position to another.

4.4 Inferential Results

The purpose of the study was to evaluate the strength and direction of the linear relationship between the response variable (succession management) and the predictor variable (individualized attention). The calculations of the Pearson Correlation Coefficient unveiled a strong and positive connection between IC and S.M, denoted by the correlation coefficient ($r = 0.641$, $p<0.05$).

Table 6
Pearson Product-Moment Correlation between Individualized Consideration and Succession Management

		Succession Management	Individualized Consideration
Succession Management	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	203	
Individualized Consideration	Pearson Correlation	.641**	1
	Sig. (2-tailed)	.000	
	N	203	203

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

4.5 Regression Analysis
4.5.1 Model Summary

The regression results for the relationship between individualized consideration and succession management showed that   R square value (R^2=.411) implying that about 41.1% of the variability in the dependent variable (SM) is explained by the variation in individualized consideration. The significance of 0.000 is indicative of the variables being statistically significant. These findings suggest that individual attention to employees has a positive effect on succession management.

Table 7
The Model Summary Results for Individualized Consideration and Succession Management

Model Summary[b]										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.641[a]	.411	.409	7.01787	.411	140.535	1	201	.000	1.564

a. Predictors: (Constant), Individualized Consideration
b. Dependent Variable: Succession Management

4.5.2 ANOVA Results for Individualized Consideration and Succession Management

F-test was conducted to test the null hypothesis that individualized consideration has no significant relationship with succession management. ANOVA results in Table 8, further affirm the significance of this association, with individualized consideration demonstrating a notable and positive relationship with succession management (F (1, 201) = 140.535, p<.001). The high F-value and very low p-value underscore a moderately strong relationship between individualized consideration and succession management of employees. Based on these results the null hypothesis is rejected and it is concluded that there is a significant relationship between individualized consideration and succession management of employees in the public sector in Kenya. The outcome is consistent with the findings of Ahmed and Saad (2019) in their study examining the relationship between Transformational Leadership Styles and Career Development in the Malaysian public sector.

Table 8
ANOVA Results for Individualized Consideration and Succession Management

ANOVAª						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	6921.417	1	6921.417	140.535	.000ᵇ
	Residual	9899.341	201	49.250		
	Total	16820.759	202			

a. Dependent Variable: Succession Management
b. Predictors: (Constant), Individualized Consideration

4.5.2 Regression Coefficient Results for Individualized Consideration and Succession Management

A further scrutiny of the regression coefficients in Table 9, revealed that individualized consideration significantly predicted succession management (B = 1.129, t = 11.855, p < .001), indicating that as individualized consideration increases, so does succession management. This implies that, for each unit increase in individualized consideration, there is a predicted increase of 1.129 units in the dependent variable (SM). These results align with Ahmad's (2017) study, emphasizing the positive relationship between individualized consideration and effective succession management.

Table 9
Regression Coefficients Results for Individualized Consideration and Effective Succession Management

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.294	1.337		9.192	.000
	Individualized Consideration	1.129	.095	.641	11.855	.000

a. Dependent Variable: Succession Management

V. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusion

The study's findings demonstrated that individualized consideration is more impactful to succession management. The leaders of the ministries should be able to treat each employee individually and address their issues, coach them and offer support and counseling about their career paths. Further, when an individual employee performs well, they should praise them, give them a token of appreciation and issue them with letters of recommendation. Leaders should also give employees opportunities to develop themselves. Based on the findings of the study, the researcher concludes that the individualized consideration dimension is rarely practiced by the leaders hence they should improve on this practice.

5.2 Recommendations

The researcher recommends that ministry leaders should be able to recognize employees when they accomplish tasks assigned to them. Issuing a recommendation letter and word of mouth is not adequate enough to motivate employees. The leaders should also propel employees to think critically and challenge them to be creative. They also can allow employees to identify problems in their work area and solve them. Additionally, leaders should emphasize on treating employees individually, listening to them, coaching them and guiding them to develop their careers.

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