LEADERSHIP DEVELOPMENT AND SUCCESSION PLANNING OF FAITH BASED ORGANIZATIONS IN KENYA: A CASE OF INTERNATIONAL CHRISTIAN CENTRE (ICC), NAIROBI, KENYA

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DECLARATION

This thesis is my original work, and has not been submitted for examination in any other University for academic credit.

Signed: ______________________ Date: ______________
Fridah Nkatha Karani (MALD 9543/0/17)

This thesis has been submitted for examination with my approval as the University supervisor.

Signed: ______________________ Date: ______________
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Supervisor

DEDICATION

I dedicate this research project to my father, Mr. Fredrick Karani, who has supported me both emotionally and financially throughout my academic journey. My entire family and friends, thank you for believing in me. You have all been strong pillars in my life by being there for me unconditionally throughout this journey. You have shaped me by constantly encouraging me to be better a person, and a diligent leader in my career path. My daughters, Nabila and Ni'ima, you are the reason I have kept going in this journey of life and academics. I love you both, and this is for you. I trust that I made you proud.

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ABSTRACT

Organizations have certain leadership positions that they believe are key in both short and long-term periods. These positions are regarded as such because they mitigate the risks of an organization in terms of its knowledge base and their positioning relative to the competition. Many organizations, however, have not been keen on enabling their own staff rise through the ranks to take up these positions in order to allow a smooth transition process. The dynamic business environment continues to challenge such organizations. To counter this scenario, organizations must place their best management practices strategically. One way of achieving this is through succession planning. This study assessed the role of succession planning in leadership development of faith-based organizations with specific focus on the International Christian Centre (ICC), Nairobi. The specific objectives of the study were to: find out whether top management support, organizational structure, resources availability, and organizational culture influences leadership development at International Christian Centre (ICC), Kenya. Transformative Leadership theory was employed in the study, as supported by Behavioural Theory of Leadership. Descriptive research design was used, while the census survey was used to settle on all 120 employees of ICC. A self-administered questionnaire was used to collect data from the participants. Data was analysed using descriptive statistics. The study found that majority of the respondents were confident that the top management of the organization was providing support to leadership development. This was done by internally filling key positions, active promotion of leadership development programs, and expansion of financial support. In addition, majority of the respondents indicated that resource availability influenced leadership development. This was achieved through provision of a budget and training of staff. Majority of the respondents were also in agreement that organization structure affected leadership development. This was achieved through having an active leadership development programme, identification of employees, and development of leaders through the organizational structure. The culture of the organization was also found to influence leadership development. The study concluded that top management support, organizational structure, resource availability, and organizational culture influence leadership development. The study recommends that the organization develops and implements a formal succession plan that should be widely circulated for all staff in the organization to be aware of it. It suggests that future studies be conducted within a similar subject area, though in different sectors such as family-based organizations, political organizations, and government organizations.

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ABBREVIATIONS AND ACRONYMS

BTL: Behavioral Theory of Leadership

CFI: Corporate Finance Institute

ICC: International Christian Centre

JCC: Jesus Celebration Centre

KAG: Kenya Assemblies of God

NACOSTI: National Commission for Science, Technology and Innovation

NPO: Non-profit Organizations

PO: Political Organizations

POFO: Privately Owned/Family Organization

PTO: Publicly Traded Organizations

QS: Quantitative Surveying

SHRM: Society for Human Resource Management

SPSS: Statistical Package for Social Sciences

TLT: Transformative Leadership Theory

WHO: World Health Organization

DEFINITION OF OPERATIONAL TERMS

Faith Based Organizations: These are nonprofit organizations associated with or inspired by religion or religious beliefs (Heist & Cnaan, 2016).

Innovation: This is a new idea, creative thoughts, and new imaginations in form of device or method (Kim & Pierce, 2013). It is also viewed as the application of better solutions that meet new requirements, unarticulated needs, or existing market needs (Liozu, 2015).

Leadership: It is the art of motivating a group of people to act towards achieving a common goal (Shaver, 2014), or the capacity to influence a group towards the realization of a goal (Tianya, 2015).

Leadership Development: These are activities that improve the skills, abilities, and confidence of leaders (Craig, 2020). It is also defined as a common process in succession planning, which aims at producing high-caliber leaders to take over senior positions when they become vacant (Kim & Pierce, 2013).

Organizational Culture: This is an organization’s pattern of behaviour, attitude, beliefs, values, and norms among its members (Tianya, 2015).

Strategy: It is a general plan to achieve one or more long-term or overall goals under conditions of uncertainty (Maleka, 2015). It is also viewed as a general direction set for the company and its various components to achieve a desired state in the future (Tianya, 2015).

Succession planning: It is a process through which senior or superior staff are developed and/or employed to fill up key positions in an organization when the opportunity presents itself (Day, 2007).

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

This chapter introduces the study on succession planning in leadership development of faith-based organizations in Kenya. It discusses the background of the study, the problem statement, the general and specific objectives, and the research questions. It also highlights the study's assumptions, discusses its justification, scope, limitations, and the delimitations.

Background of the Study

Organizations have certain leadership positions that they believe are key in both the short and long-term periods. These positions are regarded as such because they mitigate the risks of an organization in terms of its knowledge-base and their positioning relative to their competition. According to Tom (2017), the dynamic business environment has increasingly challenged organizations. To counter this scenario, organizations must, of necessity, place their best management practices strategically. One way of achieving this is through succession planning. This is a strategy adopted by organizations in preparing for changes in job positions brought about by the exiting and/or redeployment of employees in order to ensure its continuity and success in the future.

Succession planning has continued to be practiced by organizations globally. This practice is a deliberate and systematic process undertaken by the leadership of an organization to enable recruitment, development, and retention of staff with various leadership competencies that allow for current and future implementation of the organization's goals (Tom, 2017). According to Whitemore (2016), an organization must first fully obtain the support of its management and executives prior to implementing its succession planning. Being an organizational strategy, succession planning requires commitment from the top organs to align it with other strategies within the organization. The top management is in charge of setting the vision for the organization, which, in the case of succession planning, leads to development of relevant programs. Once taken up by the organization as its culture, the entire population of employees will embrace succession planning as part of its paradigms, standards, and values. According to Rothwell (2011), the top executives should show support to these programs by picking up roles that actively inspire leadership development such as approving relevant policies. Rothwell’s assertion is further supported by Seniwoliba (2015) who finds that succession planning programs require the participation and support of those top in the organization structure.

An organizational structure basically refers to the manner in which different tasks within an organization are formally assigned, categorized, and coordinated (Theus, 2019). As such, best practice dictates that a succession plan is aligned with the organizational structure in order to ensure that leaders are well developed and retained, and ready to step in when the unexpected occurs (Johnson, et al., 2017).

Succession planning happens through either choosing a suitable person for the key position, or choosing the key position (Theus, 2019). It needs to be implemented within the available resources as part of an organizational strategy. Yugo (2017) projects the culture of an organization as its engine of success, or one that can lead it to obsolescence. According to him, aligning leadership development as a means of succession planning process helps an organization to avoid dropping off its key leadership talents by the wayside. The culture of the organization, its vision, and business continuity must be in the picture when considering leadership development. Based on the new knowledge, organizational culture offers guidance and direction in the development of leaders meant to take up key positions in the organization (Monaco, 2018).

Succession planning is, undoubtedly, a crucial process or event within an organization’s life. To ensure continuity and success of the organization, a system must be put in place that enables employees to be identified and developed when experienced employees are set to exit the organization (Lowan & Chisoro, 2016). In practising succession planning, organizations avoid crises in the knowledge economy. Das and Pati (2016) further define succession planning as a process in which senior or superior staff are developed and employed to fill-up key positions in an organization when the opportunity presents itself. According to Froelich, McKee, and Rathge (2011), succession planning goes beyond top management to include key executive staff in the organizations, thus ensuring continuous internal talent identification and development.

According to Rothwell (2010), key positions in most organizations systematically develop and retain knowledge base for future exploitation by ensuring leadership continuity through encouraging the advancement of individuals. Succession planning also allows an individual to gain additional attention and interest which ensures stability of an organization, and enhances its sustainable improvement. Ideally, succession planning and organizational leadership are natural allies due to their essentially shared and initial goal, which is acquiring the right skillset at the right place. It could be argued, therefore, that succession planning ensures that an organization identifies and retains the future leaders within it (Half, 2020).

Succession planning, also known as talent management or talent development, has continued to be practised in many organizations globally. This practice is a deliberate and systematic process undertaken by an organization's leadership to enable recruitment, development, and retention of staff with various leadership competencies that allow for current and future implementation of the organization's goals (Seniwoliba, 2015). According to Rothwell (2010), succession planning management brings in individuals that are competent within key areas of the organization to impart them with leadership skills as per the organization's culture. This requires allocation of adequate resources.

Succession planning is also a continuous process of identifying key positions within an organization and developing staff to take them up so that the organization can satisfy its future needs (Byers, 2016). Through succession planning, an organization is continuously presented with available employees that have the required competencies and experience, and are capable of filling staffing gaps and also taking up challenging responsibilities.

An organizational structure refers to the manner in which different tasks within an organization are formally assigned, categorized, and coordinated (Coghlan & Coughlan, 2015). All these are captured within an organizational chart, which is a diagrammatic representation of the organizational structure. Succession planning, by design, ensures that an organization has a continuous stream of qualified employees within its structure, thus ensuring continued performance even after change in leadership (Half, 2020). As part of an organizational strategy, leadership development needs to be implemented within the available resources (Seniwoliba, 2015). Leaders being considered in succession plans must embrace the culture of the organization.

One important facet in leadership development is comprehending the organization's climate and culture.

Coghlan and Coughlan (2015) reiterate that leadership development is genuinely being demanded in the society and within organizations so as to conform to the need to remain effective. Organizations have found themselves in a place where they need to enhance their leader's personal strengths and professional attributes. According to Rinfrent and Legace (2016), these are strategic measures that allow for service quality to be improved, the organization to perform better, and for the managers to tackle challenges competitively. It is estimated that organizations end up investing significantly every year just to develop their leaders (Day, 2010). This is because the success of certain elements of the organization essentially depend on effective leadership. Leaders of an organization are set apart by their effectiveness and quality in delivering organizational goals and objectives. Here, succession planning aids organizations in seeking to implement leadership changes in a smooth and planned manner. It also helps them to retain and develop individuals into good successors in key positions by imparting them with needed skills and experience.

In the Bible, Moses used prayer to ask God for guidance as a process to distinguish and prepare Joshua to succeed him (Numbers 27:16). He went further and publicly recognized and supported Joshua as an accepted procedure to confirm his authority. Succession planning is the responsibility of all those in leadership; in this case Moses and those others who exercised authority such as Eleazar the Priest and the leaders of the congregation as is in Numbers 27:2. Organizations, whether as big as a nation or as small as a family-owned business or a faith-based organization, need effective processes and policies for training and succession.

Faith-based organizations function like any other organization. They draw their strength from their leaders who offer them direction.

International Christian Centre (ICC), Nairobi - Kenya

The International Christian Centre (ICC) is a Church formed in 1983 under the Kenya Assemblies of God (KAG). It has since transformed to include several other independent Churches including ICC Nairobi, ICC Kiserian, ICC Woodlands, ICC Kitengela and ICC Imara. The Church's leadership is comprised of senior pastors, pastors, deacons, and other staff taking up various positions. ICC's strategic plan 2018-2030 envisions an expansion in their work, hence growth leading to retention of administrative and pastoral teams, which are both adequate in number and holding requisite knowledge, expertise, and capabilities. They intentionally plan to put in place diverse learning opportunities for development. The ICC Church is dedicated to strengthening systems, practices, and structures that have helped them to expand the ministry. It is also committed to ensuring that its staff and pastoral teams continuously receive leadership development training as it complies with the constitution of KAG and other policies that it has crafted and implemented.

Statement of the Problem

Employees are developed continuously through an active succession plan to take up key positions within the organization. Heathfield (2016) posits that with the growth of an organization comes changes such as employee turnover, promotions, and retirements. Having an active succession plan in place, therefore, ensures that employees are readily available to take up these new roles. When this process is well executed, talented and skilled employees end up being identified, retained, and developed into effective leaders for the organization (Zargar, 2013). Given that leadership is at the heart of organizations, lack of succession planning therefore means that the Church will be left without an immediate successor when a key position falls vacant. Magutta (2016) asserts that lack of a succession plan could also hinder growth, derail performance, and lead to internal inefficiencies. Without such a plan, an organization would have to source for a replacement from outside. Nevertheless, Ejakpomewhe (2017) notes that close to 50% of organizations do not have succession plans in place. This has been attributed to factors such as the absence of support from senior employees (Maguta, 2016), an organizational culture that is not supportive (Joseph, 2014), an unclear organizational vision, fear of implications concerning succession planning, and general ignorance of its benefits (Ejakpomewhe, 2017).

According to Dingman, Gyertson, and Kidd (2019), the general area of executive transitions, particularly succession planning in non-profit organizations, has increasingly gained attention in the recent years. The researchers noted that in the next few years, faith-based organizations are expected to experience an unprecedented employee turnover. Over the years, ICC has experienced a turnover of senior pastors within its ranks. Currently, the Church is experiencing leadership changes as a wave of pastors are leaving through retirement, hence leading to disruptions and dwindling numbers of the Church members (Ngadu, 2017). According to Santora, James, and Bozer (2017), this is perhaps a pointer to a "perfect storm" of succession planning that addresses the demand for qualified leaders brought about by succession planning. It has remained a challenge for ICC as a faith-based organization to implement succession planning due to its reliance on its leaders to communicate, operate, provide direction and vision, and to raise funds (Ngadu, 2017).

ICC is under the umbrella of the denomination of Kenya Assemblies of God (KAG). All the churches under KAG are governed by a constitution that does not cover leadership hierarchy, or provide a policy to guide on succession plan. When there are leadership gaps, the denomination has to conduct elections to have the next leader. This creates some leadership vacuum of sorts because the interim pastor holds the position for a short time. According to Corporate Finance Institute (2020), succession planning makes certain that no leadership vacuum exists when a senior or key member of the organization exits or retires. This gap in succession planning at ICC formed the basis for this study. Therefore, the study explored the role of succession planning in leadership development in churches in relation to how the top management's support, organizational structure, culture, and availability of resources influences succession planning using ICC as a case.

General Objective of the Study

The general objective of the study is to examine the influence of leadership development and succession planning in faith-based organizations in Kenya using the International Christian Centre as a case.

Specific Objectives of the Study

This study was guided by the following specific research objectives:

i. To determine whether top management support influences succession planning at International Christian Centre (ICC), Kenya.

ii. To establish whether organizational structure influences succession planning at International Christian Centre (ICC), Kenya.
iii. To assess whether resources availability influences succession planning at International Christian Centre (ICC), Kenya.
iv. To determine whether organizational culture influences succession planning at International Christian Centre (ICC), Kenya.

Research Questions

This study was guided by the following research questions:

i. How does top management support influence succession planning at International Christian Centre (ICC), Kenya?
ii. How does the organizational structure influence succession planning at International Christian Centre (ICC), Kenya?
iii. How does availability of resources influence succession planning at International Christian Centre (ICC), Kenya?
iv. How does organizational culture influence succession planning at International Christian Centre (ICC), Kenya?

Assumptions of the Study

The study was guided by the following assumptions: ICC Church practices leadership succession planning within its ranks; that succession planning is considered as a key component of leadership management at ICC Church; and that the ICC Church has key leadership positions within its ranks that can benefit from succession planning.

Justification of the Study

Employees are very crucial assets of an organization. They are tasked with acquiring, apportioning, coordinating, and managing the other resources. Organizations have realized how dynamic and competitive the market environment has become. At the heart of it all is the personnel. As such, an organization must ensure that its key positions are occupied by employees who have the required skills and experience; not just for the present, but also for the future (Babey, Hagel, Montilla, Robins, & Harris, 2016). Opportunities come and go, employees leave, others retire, get fired, and some are replaced. To avoid being surprised by key employees, the organization has to embark on succession planning. This is because the success and survival of the organization in the marketplace, locally and/or globally, depends on the talent being held by its employees (Alvani et al., 2016). Organizations must also ensure that key leadership positions are held by competent people, and that other employees are equipped with similar or more skills and experience in preparation for times when replacements have to be made. This ensures a smooth transitioning and continuity towards achieving the organizational goals and objectives (Alkhalaf, Zaballero, & Alzahmi, 2015). Some organizations have been found to overlook this strategic process without understanding its benefits towards retaining the available talent within them. This study, therefore, is timely as it explores the role of succession planning within organizations.

Significance of the Study

The exploration and findings of this study are significant in adding into the pool of literature related to succession planning. This study will provide meaningful and relevant exploration of literature on how succession planning can result in leadership development. In particular, faith-based organizations will use this study to improve or initiate succession plans.

The literature, findings, and conclusions of this study will help to increase the urgency of comprehending succession planning within organizations of all types. It will help organizations to understand the significance of succession planning and also highlight the risks involved in failure to develop and implement one. Organizations will therefore be guided in the area of succession planning and literature will provided on how certain elements within the organization influence it.

Policy makers in the area of succession could find the findings of this study insightful. The study will also provide areas of concern or gaps that can be used by policy makers to develop much needed and relevant direction in the form of policies and practices. The human resource department will be mandated to develop relevant policy guidelines using the support of top managers.

This study will be an addition to the pool of research that has already been conducted in the field of succession planning. The study reviews previous empirical knowledge and brings out new knowledge by presenting new developments. The new knowledge will assist in accepting or disapproving new and old hypotheses in the area of succession planning.

This study will be beneficial in the field of strategic planning since succession planning is a part of it. Given the importance of strategies in business survival and continuity, this study will build on the area of strategic management.

Succession planning was initiated by Christ for the Church. Therefore, this study further strengthens the philosophy of ensuring that young leaders are selected and developed within the Church. This will allow for a well prepared and smooth succession plan within faith-based organizations in order to ensure continuity, development, and the Church's survival.

Scope of the Study

International Christian Centre (ICC) Church, Kenya, was the focus point of this study. The research areas of this study are highlighted in the objectives. The study, therefore, sought to answer the questions emanating from the objectives. The study was conducted within 6 months as required by the University, and encompassed a population of 120 participants from ICC Church, Kenya. The study settled on ICC Church because it is a faith-based organization that has experienced a number of its key leadership positions fall vacant due to retirements and deaths among other reasons, without a clear path of succession.

Limitations of the Study

This study was limited by the time allocated by the sponsoring University to undertake academic research, as well as the license provided by National Commission for Science, Technology and Innovation. The researcher ensured that the timelines were met and that the study was successful by ensuring that it was clearly defined, realistic, and attainable. The study also encountered some resistance from the staff of ICC Church who were hesitant to provide information that was sensitive or private in nature. The researcher ensured that all the information provided was treated confidentially and stored securely.

Delimitations of the Study

The researcher adhered to the set timelines while conducting this research by conforming to NACOSTI and the sponsoring University's guidelines. This was achieved through strict adherence to the set time-frame and by ensuring that the respondents had access to the data collection tool in good time. Sending continuous reminders to respondents assisted in getting a good response rate as well as receiving responses in good time. ICC staff were also informed of the purpose of this study, which was an academic undertaking. The researcher also guaranteed them of their anonymity and confidentiality of the information they provided.

Chapter Summary

The dynamic business environment has increasingly challenged organizations. As such, organizations must place their best management practices strategically in order to counter this scenario. One way of achieving this is through succession planning, which is defined as a strategy adopted by organizations to prepare for changes in the job positions brought about by exiting or replacement of employees, to ensure its continuity and success in the future (Ngadu, 2017). Succession planning is, undoubtedly, a crucial process or event within an organization’s life. To ensure continuity and success of the organization, a system must be put in place that enables employees to be identified and developed if and when the experienced ones are set to exit the organization. Practising succession planning has received global recognition because organizations have realized that some positions are their lifeline and therefore, should not stay vacant. When effectively implemented, succession planning can build a series of feeders throughout the complete leadership pipeline. When this happens, an organization is able to replace key leaders by succeeding them with the appropriately chosen and/or developed individuals.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter provides a detailed review of literature that is related with this study. It also covers relevant studies presented by other researchers, and the theories that guided this study. The chapter also presents a conceptual framework that shows the relationships between the variables used in this study. Finally, various research gaps are discussed, and a summary of the chapter is presented.

Review of Empirical Literature

Literature from previous studies that are relevant to this area of research was presented and discussed under the identified sub themes drawn from the objectives of the study. Joness (2015) opines that a properly conducted succession plan is capable of attracting and retaining staff. It also assists in motivating employees to transfer knowledge between them within the organization. Griffin (2017) states that the size of an organization plays an important part in establishing its structures. Leadership development is not just about filling-up top positions, but also about the entire workforce. Therefore, bigger organizations with broader and more complex organizational structures are more likely to benefit from leadership development than smaller ones because of the risk they face in the form of changes.

Donner et al., (2016) aver that grooming of future leaders requires allocation of resources such as finances and time once they have been identified. To accomplish such responsibilities, every organization requires a leadership development plan that is well thought-out, and necessary resources allocated (Iedunote, 2017) to ensure that the plan is executed. Similarly, Llopis (2013) states that a successful leadership program is a by-product of the allocated resources towards it. SHRM (2020) solidifies this point by stating that significant managerial and financial resources are required over an extended period of time.

Practising succession planning has received global recognition because organizations have realized that some positions within the organization are its lifeline, and should therefore not stay vacant (Rothwell, 2010). When effectively implemented, succession planning will build a series of feeders throughout the complete leadership pipeline. Organizations will be able to replace key leaders by succeeding them with the appropriately chosen and/or develop individuals or candidates. In this regard, Appiah (2015) contends that the continuity of leadership is important because it manifests a chance to review the previous leaders work, and, if necessary, ensure continuity or plan to make it better. When this happens, the organization becomes better placed by having a successor who has both the experience and skill-set required for current and future needs. According to Byers (2016), a lot of experience and knowledge about faith-based organizations is held by their top leaders. Therefore, these organizations may not be able to fulfil their mission, and they become unsustainable when they lack a strategic plan to implement succession. In this regard, Hollinger (2013) argues that succession planning, as modelled in the Bible, has played a crucial role in offering direction on how faith-based organizations should be developed, and continue to exist. He argues that the early Church was provided with a basic framework on how leadership should be established through development and selection processes based on values in a continuously competitive environment.

Top Management Support

Succession planning is a continuous process of identifying key positions within an organization then developing staff to take them up so as to satisfy the organization's future needs (Ngadu, 2017). Through succession planning, an organization is continuously presented with employees who have the required competency and experience. Such employees are capable of filling staffing gaps, and also taking up challenging responsibilities. Joness (2015) opines that a properly conducted succession plan is capable of attracting and retaining staff. It also assists in motivating employees to transfer knowledge between themselves within the organization. The continuity of an organization requires persons within the succession line to take up critical positions. These employees can be identified internally or externally. However, it is preferable to get them internally because they are already familiar with the culture, procedures, and policies of the organization (Gurjant, 2019). The available potential should therefore be identified inside the organization, and efforts made to nurture them to take up the key responsibilities. According to Gurjant (2019), the process should provide a steady supply of successors catering for both the present and the future of the organization in addressing key positions.

Leadership development is important to successfully plan and tackle the current and future workforce. An effective succession plan provides a pipeline that is crucial in leadership development. According to Whitemore (2016), an organization must first fully obtain the support of its management and executives prior to implementing succession planning. Being an organizational strategy, succession planning requires commitment by its top organs to align it with other strategies within the organization. The absence of such support will destabilize succession planning even if it is identified (Ibarra, 2015). Ley (2016) points out that leadership within an organization is greatly hindered when senior management fail to support leadership development, thus limiting its interest. This is because the top leadership organ of an organization is uniquely positioned to provide direction of how the procedures and functions of the organization will be conducted. It also identifies employee abilities required for effective leadership development plan. Lack of management support is a major challenge faced in leadership development. Lowan and Chisoro (2016) further say that lack of support from top organization executives is a major drawback in the development of leaders within an organization. Without supporting a leadership development plan, the top management condemn succession planning to failure.

In a study on succession planning for the workforce of the next generation, Seniwoliba (2015) reiterated that leadership development within the context of succession planning strongly relied on management support to ensure it succeeds. The top management is in charge of setting the vision for the organization, which in the case of succession planning, leads to development of relevant programs. Once taken up by the organization as its culture, the entire population of employees will embrace succession planning as part of its paradigms, standards, and values. If the standards and values set by the organization support succession planning systems, the workforce will emulate them too. Seniwoliba (2015) also says that seeking the support of the organization's top management should be the initial step in coming up with an effective succession plan program. According to Rothwell (2011), the top executives should show support for this program by picking up roles that actively inspire leadership development such as approving relevant policies. The top leadership can also be pace-setters if they lead by example. Such will be viewed by other staff and be emulated throughout the organization. Their support can come in many forms, such as having a strong commitment. The effectiveness of a leadership development program relies heavily on the support of the top management. This support is its lifeline.

Succession planning, also known as talent management or talent development, has continued to be practised in many organizations globally. This practice is a deliberate and systematic process undertaken by the leadership of an organization to enable recruitment, development, and retention of staff with various leadership competencies that allow for current and future implementation of the organization's goals (Seniwoliba, 2015). Rothwell (2011) opines that management support in succession planning is vital as it ensures continued survival of organizations because they depend on the right people being at the right place and at the right time. In their study on succession planning, Mehrabani and Mohamad (2011) established that management support was crucial in implementing it. This is further supported by Seniwoliba (2015) who stated that succession planning programmes require the participation and support of those at the top in the organizational structure.

Organizational Structure

An organizational structure refers to the manner in which different tasks within an organization are formally assigned, categorized, and coordinated (Ngadu, 2017). All these are captured within an organizational chart which is a diagrammatic representation of the organizational structure (Seniwoliba, 2015). According to Scuttle (2017), organizational structures are mostly represented in the form of an organizational chart which visually depicts all processes and activities being undertaken within an organization. The direction of power, workflow, communication patterns, co-ordination, and divisions of labour are manifested in an organizational chart. Structures within the organization are no longer pieces of information as they were once treated in the past. As such, the dictates of best practice within an organization demand that a succession plan is aligned to its structure to ensure leaders are well developed and retained as a way of preparing them to step in when the unexpected occurs (Johnson et. al., 2017). Rothwell (2011) opines that succession planning, by design, ensures that an organization has a continuous stream of qualified employees within the organizational structure, thus ensuring continued performance even after change in leadership. This practice should be embedded within the culture of the organization.

Considerable investments are made by organizations in developing leaders. This is intended to effectively enhance the standards of leaders within the organization. Such investments underline the importance of evaluating the effectiveness of leadership development activities and establishing the factors attributing to the success of these activities. According to Parks (2018), the structures that have been established within the organization enhance knowledge-sharing complexities. Chang et. al. (2015) postulate that leaders are developed through learning, which can be effective or not depending on how the organization is structured. Therefore, leaders are developed either through formal or informal learning, or a combination of both. In this regard, Chang et. al. (2015) find that organizational structures have the ability to filter the practicability of developing leaders.

Similarly, Parks (2018) opines that more extensive models of leadership development have benefitted from contributions emanating from the organizational structure. Organizations have the ability to experience a smooth transition where both controllable and uncontrollable factors subscribe to changes within organizational structure by embracing proactive tactics through succession plans, instead of reactive ones. According to Ellinger et al. (2014), succession planning begins with reviewing the organizational chart and the personnel in the milieu of the strategic plan. Here, candidates are identified from the entire organizational structure for the leadership positions. The structure will then determine which ladders they need to climb to reach these leadership positions (Ellinger et al., 2014).

According to Pepper (2016), the structure within an organization and its size have an impact on leadership development in relation to its succession. In this regard, Griffin (2017) opines that the size of an organization plays an important part in establishing its structures. This means that leadership development is not just about filling top positions, but also developing the entire workforce. The organizational structure can be used to explore prominent metrics including headcount, budget, and span of control to identify influential employees who can be developed (Insperity, 2019).

Leadership development is largely impacted by the size of the organization, though the impact varies. Indeed, as Adkins (2016) finds, not all organizations adapt to changes as quickly. Therefore, incremental change is required by some leaders, while for others, the changes can be revolutionary. In this case, bigger organizations with broader and more complex organizational structures are more likely to benefit from leadership development than smaller ones because of the risk they face through changes. In the context of succession planning, the organization should be structured in such a way that it supports leadership development so as to have a steady pool of candidates qualified to take up key positions during leadership change. As Provac

(2015) argues, the organizational structure can be utilized to ease the execution of a comprehensive leadership development plan within given timelines.

Resource Availability

Succession planning happens by either choosing a suitable person for the key position or choosing the key position. It is implemented through a program that ensures that the talent currently required, and that which will be required in the future, is retained in its pipeline (SHRM, 2019). The identification of these positions or persons in the leadership development program is less of a science and more of an art that is specific to that organization's process. As part of an organizational strategy, leadership development needs to be implemented within the available resources. Donner et al. (2016) opine that to enable future leaders to be groomed, resources such as finances and time will have to be allocated to them once they have been identified. This will enable the development of a reliable and robust source of well-motivated individuals who are better prepared to lead the organization. In addition, leadership development is a human resource strategy that requires the availability of adequate and skilled human resource.

Organizations are required to develop their leaders for key positions to be able to compete in the dynamic global market (Seniwoliba, 2015). According to the Society for Human Resource Management [SHRM] (2020), most human resource practitioners and organizational leaders believe that succession planning is complex and is only restricted to large firms with complicated organizational structures and departments. On the contrary, small organizations often with fewer resources are believed to greatly benefit from the development of their leaders. SHRM (2020) argues that organizations can dedicate their resources within smart organizational structures and opportunities of development that support effective job designs that are essential in promoting an environment that supports development of leaders while thinking of succession. To accomplish such responsibilities, every organization requires a leadership development plan that is well thought out, and necessary resources allocated (Iedunote, 2017). Such development of leaders is accomplished in various time frames to guarantee the availability of the appropriate managerial workforce at the appropriate time and in the appropriate positions for organizational continuity and growth (Seniwoliba, 2015).

Leadership management programs need to ensure that they have been allocated adequate resources so that they can produce the best results (WHO, 2018). Even in organizations that are constrained in terms of the resources, those available must be optimally put into use because a leadership development program cannot survive without allocated resources. Llopis (2013) states that a successful leadership program is a byproduct of the resources allocated to it. SHRM (2020) solidifies this point by stating that significant managerial and financial resources are required over an extended period of time. This is the only way through which an organization can build and sustain leaders who transform into taking up the identified key positions. Therefore, an organization will need to devote a considerable allocation of resources in the identification and development of leaders. This ensures effective transfer of knowledge and responsibilities, with an aim of increasing the rate of successful succession. According to Hanover Research (2014), organizations need to make use of their currently available resources in the form of leadership potential, time, and a plan of development to transform the current staff into future assets as leaders.

Organizational Culture

Yugo (2017) projects the culture of an organization as its engine of success or one that can lead it to obsolescence. By aligning leadership development as a means of succession planning process, the organization avoids dropping off its key leadership talent by the wayside. The culture of the organization together with its vision and business continuity must be in the picture when considering leadership development. According to Griffith (2012), leaders being considered in succession plans must embrace the culture of the organization. One important facet in leadership development is comprehending the organizational climate and culture. A culture where leaders are assessed and targeted to be groomed ensures that an organization effectively implements its succession plans (Parfitt, 2017). As such, the organizational culture dictates the development, guidance, and transformation of leaders and enables them to have an identity that shapes their behaviour (Seniwoliba, 2015).

Organizational culture has been a key area of concern in management science for decades. Culture, according to Rezaei (2015), is defined as a complex sum of unique aspects of mental, intellectual, material, and spiritual dimensions that a society ascribes to. Therefore, the culture of an organization comprises of its shared beliefs, values, and assumptions. Basically, it is an organization’s pattern of behaviour, attitude, beliefs, values, and norms among its members. Based on the new knowledge, the organizational culture offers guidance and direction in the development of its leaders so as to take up key positions (Monaco, 2018). Organizational culture also offers its workforce a sense of identity and dedication that is above their personal benefits, and creates a stable and persistent system that shapes and controls their behaviour.

Jina (2014) found the element of culture to have influenced the succession planning of individuals, and produced effective leaders in an organization. According to Rothwell (2010), the use of leadership development in succession planning management brings in individuals that are competent within key areas of the organization. They are imparted with leadership skills as per the culture of the organization, and this therefore requires allocation of adequate resources. According to Mehrabani and Mohamad (2011), a solid organizational culture founded on paradigms, expectations, ideas, and principles among all employees mostly influences the development of leaders, hence an effective succession. In this regard, Farzin and Azizi (2014) opine that during the development of leaders within an organization, it is important to consider its culture because it significantly affects some of its areas such as relevant facets of staff and their quality. Therefore, ignoring the culture of an organization during development of leaders equates inviting negative consequences in succession planning.

While succession planning is about taking up key positions in an organization at the opportune time, researchers have often pointed out that it is supposed to be undertaken in almost all major levels of the organization. In this regard, Deshwal (2015) points out that insiders are always preferred to take up key positions after undergoing some form of development within the organization. More so, such individuals are already accustomed to its corporate culture. This allows for the transition process to be smooth and quick, thereby enabling faster adoption to the changes that have taken place, or are taking place at the time. According to Leland et. al. (2012), the failure to ascribe to the organizational culture is a big hindrance to development of leaders within succession planning. Consideration of organizational culture is one way of ensuring effective development of leaders. By actively managing leaders, succession planning becomes a strategic target that can unlock an organization's potential, enhance staff retention, talent management, provide continuity, and develop a formidable culture that will match the organization's competition (Deshwal, 2015).

Succession Planning

Succession planning has continued to be practiced in organizations globally. This practice is a deliberate and systematic process undertaken by the leadership of an organization to enable recruitment, development, and retention of staff with various leadership competencies that allows for current and future implementation of the organization's goals (Tom, 2017). When effectively implemented, succession planning is able to build a series of feeders throughout the complete leadership pipeline (Appiah, 2015). Organization will also be able to replace key leaders by succeeding them with the appropriately chosen and/or developed individuals or candidates. In South Africa, it is estimated that about 80% of all businesses are family-owned (Van der Merwe, Venter & Ellis, 2009). They further argue that one of the core justifications for the undue failure rate of family-owned businesses in South Africa is associated with their inability to successfully direct and implement the process of handling succession of possession and property. Ward (2011) and Lee (2006) observe that upholding continuity of a family-owned business is imaginably one of the hardest management jobs on the globe. Family businesses also encounter challenges of managing the human emotions related with family power struggles, sibling rivalry, safeguarding family beliefs, family divergence, stiffness in innovation, succession, and resistance to change. This is not any different with the experience of

Churches, globally and locally. In the recent past, succession planning has acknowledged more attentiveness not only as a concern for the management of human resources, but also as an organizational strategic management element for safeguarding performance and growth (Odhiambo, Njanja & Zakayo, 2014).

As a matter of importance, organizations have found themselves in the wake of enhancing their leader's professional and personal strengths. Coghlan and Coughlan (2015) reiterate that leadership development is genuinely in demand within the society and organizations to enable conformity to the need to remain effective. According to Rinfrent and Legace (2016), these are strategic measures that allow for service quality to be improved, for organizations to perform better, and for the managers to tackle challenges competitively. The perception of leadership is that it has been developed over time and that it keeps on evolving. Roupnel, Rinfre, and Grenier (2019) state that the characteristics of leaders have since been inventoried so as to associate leadership with certain traits or behaviour. Legace, Reinfret, Deshamps and Benhadji (2013), acknowledge that leadership is currently considered as capacity or asset with physical strength that can be enhanced. It is estimated that organizations end up investing significantly every year just to develop their leaders (Day, 2010). This is because the success of certain elements of the organization essentially depends on effective leadership.

It is not a surprise that organizations spend significantly on resources to attract, retain, and develop leaders within different levels of the organizational structure. As Kelly (2011) observes, certain conditions need to be addressed in developing leaders. Such include top-level support, alignment with corporate goals, and analysis of needs among others.

The behavioural perspective of leadership development is that it ensures the manifestation of the most suitable leadership style. Leaders, therefore, are not just born, but can also be developed. Leadership behaviour is improved through relevant leadership development programs that target specific employee needs (Le Comte & McClelland, 2017). In transformative leadership, leadership behaviour can be acquired through leadership development. According to Carter et. al. (2013), transformative leadership assists in achieving explicit change reactions and change consequences during continuous incremental changes in the organization. To emphasize the importance of transformative leadership, Hickman and Akdere (2018) assert that leadership development should be a planned process that brings together formal mentoring and a robust feedback channel.

Increasingly, flexibility is becoming an essential characteristic in the current dynamic social and economic environment (Luo & Liu, 2014). In the context of this study, flexibility refers to the possession of agility and the ability to readily respond to dynamic situations and expectations. A flexible leader is one who can adjust their perspective and style of leadership to correspond to unsettled or unforeseeable happenings (Korpelainen, 2013).

Due to its importance in the organization, leadership development should not be something that happens accidentally. Rather, it should be a planned and intentional process that an organization undertakes to sustain and ensure key positions are taken up by insiders with the suitable skill-set and qualifications (Janke et al., 2016). According to Kouzes & Posner (2014), a leadership development program is developed with a desired outcome in mind, which makes it a planned process. Its importance to the organizational growth requires that it becomes part of the organization's strategies which cannot be left to chance, or be done haphazardly. According to Luo and Liu (2014), its planning is fundamental because it culminates into a leadership development program which is funded and supported by the top leadership organ of an organization if it is to succeed.

Faith-based Organizations (FBO's)

Generally, the transition of key leaders within faith-based organizations has received increased scrutiny. According to Dingman et al. (2020), there is consensus on the rise of the role of succession planning within faith-based organizations, which results from the generational changes that are currently being experienced within them. Dogra (2010) defined faith-based organizations as one that, with or without nonprofit status, provides social services, and is either religiously motivated or religiously affiliated. Faith-based organizations are specifically finding succession to be a challenge. This is because the entities heavily rely on the vision of its leaders for fundraising, communication, operations, and direction. Possibly, this is due to the need for "divine call", or these organizations realizing that they need leaders who have considerable sacrifice, commitment, conviction, and talent that makes their role critical to the faith-based institutions (Dingman et al., 2020). These elements wholly converge to develop a "perfect storm" – an unusual requirement for succession planning to look at the increasing call for leaders who are qualified.

The challenges notwithstanding, when the succession of leaders is orchestrated intentionally, it can result to big opportunities which lead to the deployment of the right individuals, strategic resource reallocation, structure reengineering, evaluation of current environment, mission adoption, and re-energization of the mission for God's service and ministry in the future (Dingman et al., 2020). Change in leadership offers distinctive opportunities to evaluate the future and the existing feasibility of the organization such as its structure, functionalities, relevance, and mission (Dingman et al., 2020). Proper dissemination also needs specific focus to the “fit” the current needs of the organization with opportunities of the future in terms of disposition, experience, and skills-set of its leaders.

International Christian Centre (ICC), Nairobi - Kenya

The International Christian Centre (ICC) Church was founded in 1983 under the Kenya Assemblies of God (KAG). The Church has since transformed to include several other independent churches among them ICC Nairobi, ICC Kiserian, ICC Woodlands, ICC Kitengela and ICC Imara. The Church’s leadership is comprised of senior pastors, deacons, pastors, and other staff who take up various positions. The ICC Church’s strategic plan 2018-2030 envisions an expansion on their work, hence growth leading to retention of administrative and pastoral teams that are adequate in number, and hold requisite knowledge, expertise, and capabilities. Therefore, they intentional plan to put in place diverse learning opportunities for development. The church is dedicated to strengthening systems, practices, and structures that have helped them in expanding the ministry. ICC Church is also committed to ensuring that its staff and pastoral teams continuously receive leadership development training as it complies with the constitution of KAG and other policies that it has crafted and implemented.

Theoretical Framework

Fain (2014) defines a theory as an organized and methodical group of inter-related assertions (notions) that designate the variety of connections between several variables with an intent of comprehending a problem. It is also the variety of concepts as symbolic assertions delineating an occurrence or group of occurrences. Use of theories in research studies is deemed necessary to help explain and control a phenomenon by common criticism using theoretical foundations. This study is guided by the Transformative Leadership Theory, Behavioral Theory, and Contingency Theory.

Transformative Leadership Theory

The theory of Transformative Leadership is attributed to James MacGregor Burns. According to Burns (1978), this theory is about having leaders and followers who assist each other to motivate and boost their morale. Leaders adopt a transformative style of leadership to motivate their followers into adopting change by how they conduct their work and achieve their set goals. As such, followers are inspired and encouraged to build a successful future for the organization. This is focused on a common goal, that of achieving the organization’s purpose, mission, and vision. Basically, employees are inspired through transformative leadership to focus on the future, have the organization’s will at heart, and operate as a single unit focusing on a common goal (DiFranza, 2019). According to Ravitich (2010), transformative leadership is an exercise of power and authority that begins with questions of justice, democracy, and the dialectic between individual accountability and social responsibility. Transformative leaders base their decisions and actions on this righteous reasoning, and not the solutions and technical approaches. According to Burkus (2010), this theory can be applied by leaders to transform their followers into developing valuable and positive change within the organization. The theory is about transforming the workforce to support one another and the organization as a whole. It has been applied in different fields including succession planning. Purvanova, Bono, and Dwiewecynski (2016) find that this theory provides one basic way in which followers can be influenced by their leaders into performing meaningful roles. Followers are provided with knowledge on how to harness their abilities to grow and develop into effective leaders. This theory is applied in leadership development to develop leaders within an organization's workforce through inspiration by the senior leaders in key positions (DiFranza, 2019). Here, leaders in key positions identify staff within the organization and take them under their wings and provide them with mentorship and guidance (Appiah, 2015).

Leadership development is about harnessing changes in a person's attributes in order to turn them into that leader who can provide sustainability and direction in a dynamic environment. Transformative Leadership Theory is about developing leaders who can stabilize an organization within the changing dynamics of its business environment (DiFranza, 2019). It is also about adapting, a factor that must be imparted during leadership development. It is about developing leaders who can adapt and offer leadership during changing times and in unusual environment. This theory captures the independent variable. As the employees undergo the transformation process, they need the support of top management. This support and transformation require resources to be availed within the organizational structure that has a culture that supports succession planning.

Behavioural Theory of Leadership

This theory can be traced back to Lewis Kurt, a psychologist, in the 1940s (Jones & George, 2017). The behaviour of humans is explained by this theory as being one that can be learnt. According to Robbins and Judge (2017), leaders are made through instructions and education. TechnoFunc (2013) finds that the Behavioural Theory is a leadership theory that focuses on actions that are observable. A leader's reactions are observed by their followers within a given circumstance. It centres on the behaviour of leaders and the assumption that they are not born, but made or developed. Proponents of this theory (Mulholland, 2019; Kendra, 2019) are of the opinion that if one aspires to be an effective leader, all they require to do is acquire some set of behaviors. According to them, one who aspires to be an effective leader or adopt a new style of leadership can gain from being imparted with knowledge on Behavioral Leadership Theory. This theory attempts to answer questions of which behavioural attributes are possessed by a leader and how they can be harnessed to be most effective. Behavioural theorists have stated that the behaviour of a leader is the best prognosticator of their leadership influence and therefore, the best way to determine how successful they will be as leaders. Succession planning is about identifying staff who exhibit leadership behaviours and nurturing them to take up key positions within the organization in the future (Jones & George, 2017). Their behaviour is assessed based on how it is applied in certain situations, thereby making them stand out among the rest. This behaviour is then moulded as more responsibilities are assigned to them to evaluate their performance. The development process of these employees is purely based on their behaviour that was observed as they went about their normal duties. To transform them into the leaders required by the organization, their behaviour is nurtured in a planned and flexible manner that develops them into key leaders within the organization. In other words, they are moulded into the leaders the organization needs.

Contingency Theory

Contingency Theory was established by Woodward, Burns, and Stalker (1961). This methodology to management shows better apprehension with the importance of organizational structure as a meaningful influence on organizational performance. The structure of the organization and its achievement are supported based on the type of the task considered and the nature of environmental effect. The most suitable structure and system of management depends on contingencies of the situation for each particular organization. This approach suggests that an organizational theory should not seek to suggest one best way to structure or manage organizations, but should provide insights into situational and contextual factors that should influence management decisions. This approach helps managers to develop a more thorough indulgent of complicated work situations and take applicable action. It further offers a cumulative amount of empirical research outlining the variables, and also directs the responsiveness of the managers to the contingencies to be contemplated in the design of the organization structure.

The significance of the above theories relates to this study and addresses the issues of succession planning and leadership development programs.

Transformative Theory

Transformative Theory is all about the workforce being inspired by their senior leaders in key positions. An organization should also cultivate a culture of mentoring and coaching its employees in order to make them become well accustomed to its corporate culture. A steady flow of internal talent to fill up higher posts creates a healthy working environment and better human relations. An organization should be keen on developing its employees by focusing on their needs which are identified through annual performance evaluations. They should devote resources to identify and prepare leaders. As thus, there's need to have a budget allocation for leadership development programs. This helps an organization to retain and develop its employees to become successors in key positions. Leadership development is a human resource strategy that requires the availability of adequate and skilled human resource. There is need for well documented policies and procedures to help create awareness and sensitize employees on the succession planning process. In succession planning, Behavioral Theory is about identifying employees who exhibit leadership behaviors. Its central assumption is that leaders are not born, but they are made or developed.

Conceptual Framework

According to Young (2013), a conceptual framework is a visually explanatory diagram that characterizes the existing connections between the dependent variable and the independent variables. Independent variables are those that are structure diverse by the researcher (Young, 2013). On the other hand, dependent variables are those whose values are presumed to depend on the effects of the independent variables. Robson (2012) suggests that a conceptual framework is often developed as a diagram. In this study, the independent variables were top management support, organizational culture, resource availability, and organizational structure. The dependent variable was succession planning.

Independent variables Dependent variable

Leadership Development Succession Planning

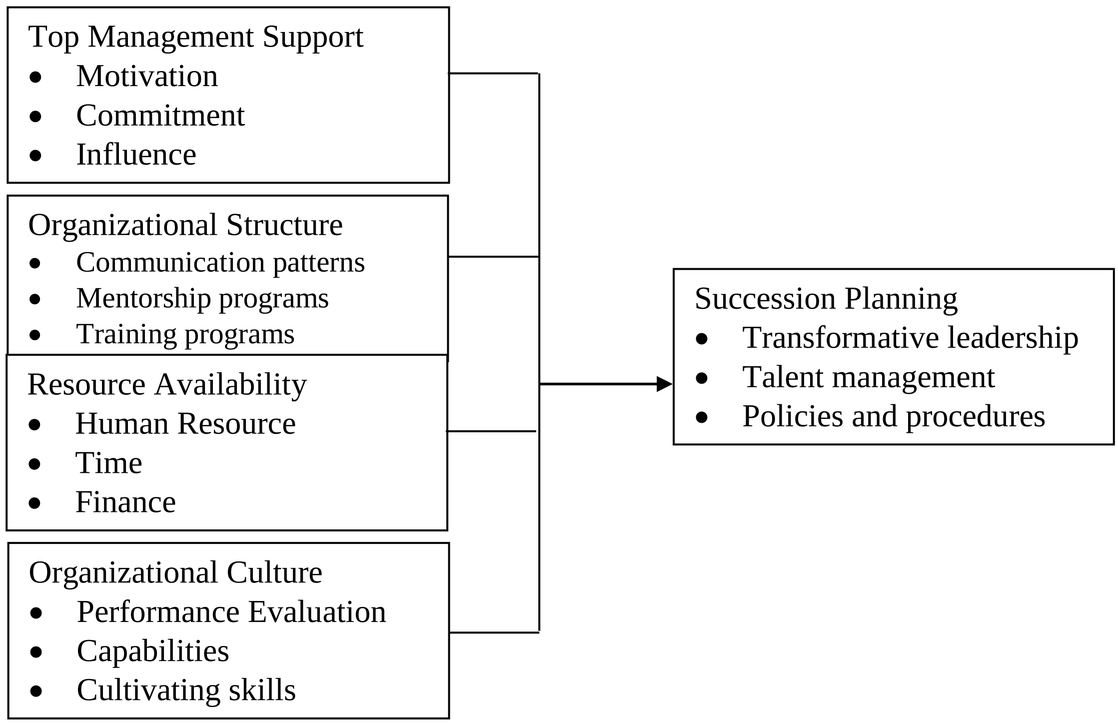

Figure 2.1: Conceptual framework

Research Gaps

A study was conducted by Farah et al. (2020) on the succession of leaders within various organizations in terms of what they can learn from each other in regard to business succession. The study was done in two countries: Lebanon and Canada. It concentrated on three types of organizations: political organizations (PO), privately owned/family organization (POFO), and publicly traded organizations (PTO). The study focused on an all-rounded phenomenon of leadership succession, not just CEO succession. A multidisciplinary approach was adopted as well, basing their study on qualitative approaches with their inclusion criteria being the three types of organizations. The study had three variables that it looked at: environmental attributes, characteristics of leadership succession, and theory of leadership succession phenomenon. The study established that there were inadequate studies on political organizations in relation to succession planning. On the other hand, privately owned/family organizations and publicly traded organizations had received a lot of attention. The same applies for organizational performance and term limit for leaders. The study, however, did not consider faith-based organizations.

In the United States of America, three significant studies were carried out separately by Byers (2016), Terry (2018) and Theus (2019). The study by Byers (2016) focused on faith-based institutions in Broward, Dade, and Miami counties within the state of Florida. The aim of the study was to establish the succession planning strategies of faith-based institutions. It targeted the boomer generation within the leadership positions. This study used a qualitative approach through a case study design in exploring the Boomer succession and retirement phenomena. The study conducted semi-structured interviews and complemented them with documents from the organizations. Purposive sampling was adopted, resulting to three interviewees meeting the inclusion criteria. The study established that key leaders prompted the creation of a strategic plan encompassing succession, the process needed the support of the board of directors, and that documented policies and proper preparation was necessary for the transition of leaders, whether planned or unplanned. This study only considered faith leaders within the boomer generation and excluded other leaders within the faith-based organizations who were not faith leaders.

In the study by Terry (2018), the intention and behaviour of the executive leaders was examined within the succession planning. The study was based on non-profit organizations within the city of New York. The aim of the study was to examine whether there was a relationship between intent and engagement in succession planning by the executives. Survey method was used in the quantitative study. 84 out of the 501 non-profit organizations were used to sample participants who were either executive committee members or board chairs. This study considered employees at different levels of the organization. The data obtained from the participants was inconclusive in terms of the existing relationship between the activities planned in succession and the specific engagement and intentions of the board. Also, the size of the firm (revenues per year) was not positively related with engagement.

Pila, Schultz, and Dachapalli (2016) did their succession planning study at the Gauteng government department in South Africa with an aim of establishing the factors related to the succession plan of government departments. Employees from all levels within the national and regional offices in Gauteng were used, with 191 responding out of 550 contacted via mailed questionnaire. The response rate was 34.7%, which was very low compared to the acceptable levels. The results of the study showed that managers who undertook succession planning greatly contributed to improved organizational outcomes because the employees were satisfied with their work. It recommended that senior managers should be responsible in development of leaders and in implementing plans for succession planning as a strategy in the organization.

Ngadu and Nyakora (2017) conducted a study on Adventist Educational Institutions in Zambia. It concentrated utilizing leadership practices in succession planning. The study was qualitative in nature and used interviews to collect data. It established that these institutions lacked a properly documented leadership development program, but they were implementing succession planning based on what they personally knew. The study concluded that these institutions needed a well-documented succession plan that was part of their strategic plan, and that the leaders of these institutions needed to provide a supportive environment for developing its leaders. This study used descriptive design through the use of questionnaires to collect data. The study went beyond establishing if succession planning exists within the organization to establishing the relationship between succession planning and leadership development. Other parameters of succession planning were also put to test in this study.

The study by Andebe (2016) focused on family-owned businesses in Nairobi, Kenya. Three companies with more than 500 employees were used in this descriptive study, out of which 84 employees were sampled. The main focus of the research was to establish the role played by strategic succession planning in sustaining family businesses. Descriptive design, stratified sampling, and questionnaires were adopted by the study which had 86% response rate. Data collected was both qualitative and quantitative in nature. The study established that planned succession was being undertaken in most of these companies. It concluded that family-owned businesses were positively being influenced by strategic succession plans. The study focused on family businesses, while this study considers a faith-based organization.

Summary of the knowledge gaps

Researcher(s)	Objectives of the study	Methodology	Findings	Knowledge gaps	How current study seeks to address knowledge gaps
Farah et al (2020)	-All - rounded phenomenon of leadership succession USA	-Qualitative approach study -Privately owned/family organization -Publicly traded organization	-Inadequate studies on political organizations in relation to succession planning and organizational performance and term limit for leaders	-Study did not consider faith-based organizations	-Study will help to address organizational performance through succession planning
Byers (2016)	-Succession planning strategies of faith-based institutions in USA	-Qualitative approach using case study design	-Key leaders prompted the creation of a strategic plan encompassing succession	-Study focused on faith leaders only within boomer generation. -Study excluded other leaders within faith-based organizations who were not faith leaders	-Study will help to address the importance of top management leadership influence on succession planning
Terry (2018)	-Behavior of executive leaders within succession planning and examine if any relationship existed between intent and engagement in succession	-Quantitative study approach	-84 out of 501 non- profit organizations were used to sample participants -Data was inconclusive in terms of existing relationship between succession planning and	-The study did not consider the activities planned in succession and specific engagements -The study did not consider the intentions of the organizations, and their size (revenue per	-Study will help address the influence of an organizational structure in succession planning

	planning in USA		leadership development	year) was not positively related with engagement	
Pila, Schultz, and Dachapalli (2016)	-Factors relating to succession plan of departments in government in South Africa	-Responsive rate was 34.7%	-Managers undertaking succession planning contributed to improved organization outcomes	-Study focused on senior managers being responsible in development of leaders & implementation to succession planning as strategy in Organization.	-Study will seek to address how succession planning can be implemented at all levels of organizations, not just the senior positions.
Ngadu and Nyakora (2017)	-Leadership practices being utilized in succession planning in Zambia	-Qualitative in nature	-Institutions lacked a properly documented leadership development program	-Study needed a well-documented succession plan that was part of its strategic plan	-The study will seek to address how organizations should develop and implement a formal succession plan that includes succession planning policies, procedures, and processes.
Andebe (2016)	-Establish the role played by strategic succession planning in sustaining family businesses in Kenya	-Descriptive study -86% response rate -Used both qualitative and quantitative data	-Established that planned succession was being undertaken in most of these companies -Family-owned business were positively influenced by strategic succession plans	-Study focused on family business, while this study considers a faith-based organization	-Study will seek to address how succession planning can be undertaken in faith-based organizations

Chapter Summary

Succession planning is a continuous process of identifying key positions within an organization then developing staff to take them up so as to satisfy the future needs of the organization. Through succession planning, an organization is continuously presented with employees who possess the required competencies and experience, and are capable of filling staffing gaps and also taking up challenging responsibilities. An organizational structure basically refers to the manner in which different tasks within an organization are formally assigned, categorized, and coordinated. All these are captured within an organizational chart. Succession planning, by design, ensures that an organization has a continuous stream of qualified employees within its structure, thus ensuring continued performance even after changes in leadership. Succession planning happens by either choosing a suitable person for the key position, or choosing the key position. As part of an organizational strategy, leadership development needs to be implemented within the available resources.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

The chapter presents the research methodologies applied in this study as well as their justification. In particular, the chapter discusses the research philosophy and design employed in the study, the target population, sampling techniques and sample size, instruments of data collection, methods of data collection, data analysis methods, and also the ethical considerations of this study.

Research Philosophy

According to Creswell (2014), the research philosophical argument describes the epistemology of the study. This study's philosophical framework was post positivism. This perspective was advanced in the 19th century by Locke, Newton, Durkheim, Mill, and Comte. Post positivism is about establishing a philosophy that determines the cause and effects possibility (Almpanis, 2016). According to Bonell (2018), post positivism advances the need to pinpoint and evaluate causes that determine results. It provokes the conventional idea that one can claim complete truth of knowledge, particularly when the actions and behavior of humans are studied. It thus stresses on ascertaining and evaluating the foundations that determine conclusions (Bonell, 2018). Post positivism is considered suitable for studying social phenomena (Almpanis, 2016). Post positivists contend that experience is both testable and objective, and doesn't rely on explanations of theories (Almpanis, 2016). Suppositions therefore offer a foundation for explaining a phenomenon, allowing its expectations, and predicting its occurrence, thereby allowing the said phenomenon to be controlled (Creswell, 2014). Post Positivists' key objective is to ascertain and clarify theories relying on empirical studies (Collis & Hussey, 2014).

Research Design

Kothari and Gaurav (2014) describe research design as arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. They continue to explain that research design is the conceptual structure within which research is conducted. It constitutes the blue print for the collection, measurement, and analysis of data. According to Barbara (2006), the purpose of research design is to establish how best evidence can be collected in order to effectively answer the research problem as unambiguously as possible. A descriptive case study design was used for this study because it focuses and details propositions and questions about a phenomenon through careful scrutiny and articulation (Coulthard, 2016). It presents the description of the phenomena from the study's perspective. According to McCombes (2019), descriptive case study design is ideally used to describe a phenomenon, situation, or population in a systematic and accurate manner. A study utilizes it to answer vital questions related to the how, when, where, and what of the study.

Target Population

Sekaran and Bougie (2016) state that a target population is a group of people, events, or things of interest that the researcher wishes to investigate as a whole with a shared observable characteristic. They describe population as the total of all that conforms to a given specification. The target population comprised of all the 120 employees of ICC Church, Nairobi.

Sample and Sampling Method

According to White (2013), it is not always possible to study the entire population of interest. Sekaran and Bourgie (2016) advise that rather than acquiring data from thousands or hundreds of entities within a population which is expensive and consumes a lot of time, the population can be sampled instead. Sampling is a procedure that enables a researcher to arrive at deductions concerning a population grounded on the elements of the sample (Sekaran & Bourgie, 2016). Sampling is used to arrive at a sample that is representative of small units that have been collected from a bigger population. This is done to allow the researcher to assess the smaller collection and reveal a precise generalization of the larger collection (Pyrczak et al., 2017). The study made use of census method because the number of staff available for this study was small and manageable within the available timeline. Census method, also known as complete enumeration, is an approach where there's attempt to enumerate entire elements within a group (Lavrakas, 2008). According to Lavrakas (2008), census method assists in capturing all elements in a study, enhances confidence interval, and increases the opportunity of pinpointing a negative feedback. This study, therefore, considered all the 120 employees of ICC Church, Nairobi.

Types of Data

Two types of data can be collected for use in research: qualitative and quantitative data (Pyrczak et al., 2017). Therefore, a study can either be qualitative or quantitative, and in other cases, it can be mixed. This study is quantitative in nature.

Quantitative data is one that relates to numbers and figures. According to Jovancic (2019), this type of data deals with things that are measurable, and can be expressed in figures or using other values that express quantity. Quantitative data resulted from the close ended questions in the questionnaires. Data was checked for completeness and then adopted for use. The quantitative data collected was then subjected to a statistical analysis software.

Data Collection Method and Procedure

According to Rugg and Petre (2007), data collection is defined as the procedure for preparing and acquiring data. The researcher used self-administered questionnaires. The decision to settle on this method of data acquisition assisted in speedy gathering of information from the respondents. A self-administered questionnaire with close-ended questions was developed based on a Likert Scale. Wisker (2008) states that a questionnaire is a collection of items to which a respondent is expected to react, usually in writing. Kothari (2014) adds that a questionnaire consists of a set of structured and close-ended questions relating to the research study dispatched to respondents who are expected to write down their replies in the spaces provided. The instrument was found to be appropriate by the researcher because: it provided participants with adequate time to respond to the questions (Wisker, 2008), approaching the participants was convenient (Kothari, 2014), and large samples could be utilized, hence the outcome was more reliable and dependable (Jovancic, 2019). The questionnaires were personally distributed and collected through an approach known as drop and pick. This is where the researcher provides the respondents with the questionnaires and waits for them to be completed. This ensured that the questionnaires reached the targeted respondents, and it also increased response rate.

Instrument Pre-testing, Validity and Reliability

Instrument Pre-testing

Crossman (2013) describes pre-testing as a preliminary small-scale study that researchers conduct in order to help them decide how best to conduct a large-scale research project. It can be said to be a smaller version of a full-scale study, and also an exercise to pre-test certain research instruments such as a questionnaire or interview schedule (Crossman, 2013). The purpose of the pre-testing in this study was to ensure that during the actual study, the respondents understand the questions. As a result, mistakes were identified and corrected in good time. The anomalies that were identified on the questionnaire before the actual study were corrected appropriately. The researcher conducted a pretest of the instrument at Jesus Celebration Center (JCC), Nairobi-Kenya, which is a faith-based organization similar to ICC Church, Nairobi-Kenya. The study made use of 10% of the sample size for pilot study as advised by Connelly (2008). Therefore, the sample for the pre-test study was 12 employees of JCC, Nairobi. JCC was chosen due to similarities in structure, its homogeneous nature like ICC, and also because it is a faith-based organization.

Instrument Validity

Validity is the ability of an instrument to measure what it is designed to do (Kumar, 2014). On the other hand, Wisker (2008) defines validity as the degree to which the researcher has measured that which was set out to be measured. The researcher ensured validity of the research instrument by seeking opinion from experts in this field, and from comments made by the supervisors about the presentation and nature of questions and structure of the research instrument. This assisted in enhancing content validity of data through the recommended revision and modification. According to Rusticus (2014), content validity plays a primary role in the development of any new instrument, and provides evidence about validity of an instrument by assessing the degree to which it measures the targeted constructs.

Instrument Reliability

Blumberg et. al. (2008) opine that reliability is the characteristic of measurement concerned with accuracy, precision, and consistency. Reliability of the instrument was assured by using it during the pre-testing study. To test reliability, test re-test reliability approach was adopted to approximate the level at which the outcome could be acquired when repeated using similar concepts. The research tool was also pre-tested using Cronbach's alpha coefficient analysis to ensure consistency of responses. It yielded a value of 0.8. A Cronbach's alpha value of greater than 0.7 is considered as reliable.

Data Analysis Plan

According to Creswell (2014), data analysis is a practice in which raw data is ordered and organized so that useful information can be extracted from it. The procedure for managing and analyzing data is essential in comprehending what the data is capable of or not. Data Analysis is the process of systematically applying statistical or logical techniques to describe and illustrate, condense and recap, and evaluate data (Creswell, 2014). According to Saunders et. al. (2003), various analytic procedures provide a way of drawing inductive inferences from data and distinguishing the signal from the noise present in the data. The collected data was validated for bias, edited, cleaned, and then coded. This was achieved through checking for complete responses, grouping, and correct entry of data. Descriptive statistics was then used to analyze it. The data was analyzed with the assistance of Statistical Package for Social Sciences (SPSS) V21. Inferential statistics was also used in the analysis of data to assist in the generalization of results. According to Vetter (2017), descriptive statistics are specific methods basically used to calculate, describe, and summarize collected research data in a logical, meaningful, and efficient way. Descriptive statistics was used in summarization of the groups of data using combination of tabulated descriptions in the form of tables and graphical descriptions. Additionally, inferential statistics was applied. Inferential statistics are the statistical procedures that are used to reach conclusions about associations between variables (Vetter, 2017). Inferential statistics also demonstrates the relationship between the dependent and independent variables. Bivariate Regression Analysis was used during the analysis and reporting period of quantitative data analysis. This helped to analyze the two variables by establishing the strength of the relationship between them. These two variables are regularly represented as X and Y, with one being an independent variable, while the other one being a dependent variable. Bivariate Regression Analysis used a straight regression line since the relationship between the variables is considered straight. It also helped to calculate how the two variables change jointly and concurrently. Bivariate Regression Analysis is used when testing hypotheses, especially those about connection. This way, it becomes much easier to know and envisage a value of the dependent variable having known the independent variables.

The data was analyzed through conversion of raw data into meaningful data. This involved the use of frequency tables, mean, standard deviation, and variance, leading to an outcome with a pattern. The outcome was presented in the form of tables. Chi-square test was used in the analysis of data.

Ethical Considerations

According to Patton (2002), ethics encompass the analysis and employment of concepts such as right and wrong, evil and good, transparency, responsibility, and accountability. Mugenda (2008) adds that in research process, ethics focus on the application of ethical standards in the planning of the study, data collection and analyses, discrimination, and use of the results. Prior to collecting data, the researcher sought clearance from Graduate School of PAC University (Appendix III), who authorized the commencement of this process. An authorization letter from the National Commission for Science, Technology, and Innovation (NACOSTI) (Appendix II) for purposes of fulfilling the requirements set by the Ministry of Science and Technology concerning conducting research in Kenya was also sought. Request to conduct the study was also sought from the relevant offices of ICC Church. All the information collected was treated with utmost confidentiality as the questionnaires were anonymous, and only accessed by the researcher. The respondents were not required to indicate any information that would directly identify them. The researcher informed the respondents about the aim of the study so that they would participate without the fear of the outcome and exploitation (Appendix I). All the information sources used were also acknowledged as part of the ethical considerations for this study. The participants' willingness to voluntarily participate or withdraw was also sought (Appendix I). Additionally, the researcher adhered to ethical standards of reporting data.

Chapter Summary

This chapter looks at the research design adopted by the study. In this study, descriptive research design was adopted. The target population comprised of all the 120 employees of ICC, Nairobi. The study made use of census method because the number of staff available was small and manageable within the given timeline. The researcher used self-administered questionnaires. The researcher ensured validity of the research instrument by seeking the opinion of experts in this field and comments from the supervisors about the presentation and nature of questions, and structure of the research instrument. The reliability of the instrument was assured by using it in the pre-test. The data was analyzed with the assistance of SPSS V21.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The purpose of this study was to examine the role of succession planning in leadership development of faith-based organizations in Kenya using ICC Church, Nairobi, as the case study. In order to achieve this purpose, the following objectives were addressed:

i. To determine whether top management support influences succession planning at International Christian Center (ICC), Kenya.
ii. To establish whether organizational structure influences succession planning at International Christian Center (ICC), Kenya.
iii. To assess whether resource availability influences succession planning at International Christian Center (ICC), Kenya.
iv. To determine whether organizational culture influences succession planning at International Christian Center (ICC), Kenya.

This chapter, therefore, provides the findings in relation to the stated objectives that this study sought to achieve. The findings are organized on the basis of the objectives.

Response Rate

Response rate is the number of respondents who actually responded to the study instruments compared to the sample size. Out of a sample size of 120 participants, a total of 107 responded to the questionnaire. The response rate is outlined in Table 4.1 below:

Table 4. 1: *Response Rate*

Category	Sample (*f*)	Response rate (%)
Questionnaires not returned	13	10.2
Returned questionnaires	107	89.2
Total	120	100

The general response rate was 107 out of 120, which is 89.2%. This was regarded as adequate and acceptable in arriving at admissible inferences. This is supported by Mugenda and Mugenda (2009) who assert that a 75% response rate or more is both credible and acceptable. Therefore, the response rate in this study was considered credible, and the data was suitable for further analysis and generalization.

Background Information

The respondents' bio-data was acquired due to its importance in providing general outline of information pertaining to the organization. The bio data formed a baseline for adopting the outcome of this study.

Gender of Respondents

The respondents were requested to indicate their gender. The Table 4.2 captures the gender distribution of the participants.

Table 4.2 shows that the study captured the views of more male participants (57%) than female participants (43%). This is indicative of the gender disparity in many organizations, particularly in Kenya (USAID, 2020).

Table 4. 2: *Gender of respondents*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	61	57.0	57.0	57.0
	Female	46	43.0	43.0	100.0
	Total	107	100.0	100.0	

Age of Respondents

The respondents were requested to indicate their age. This was an open-ended question which allowed them to openly state their age in years. This is captured in Figure 4.1.

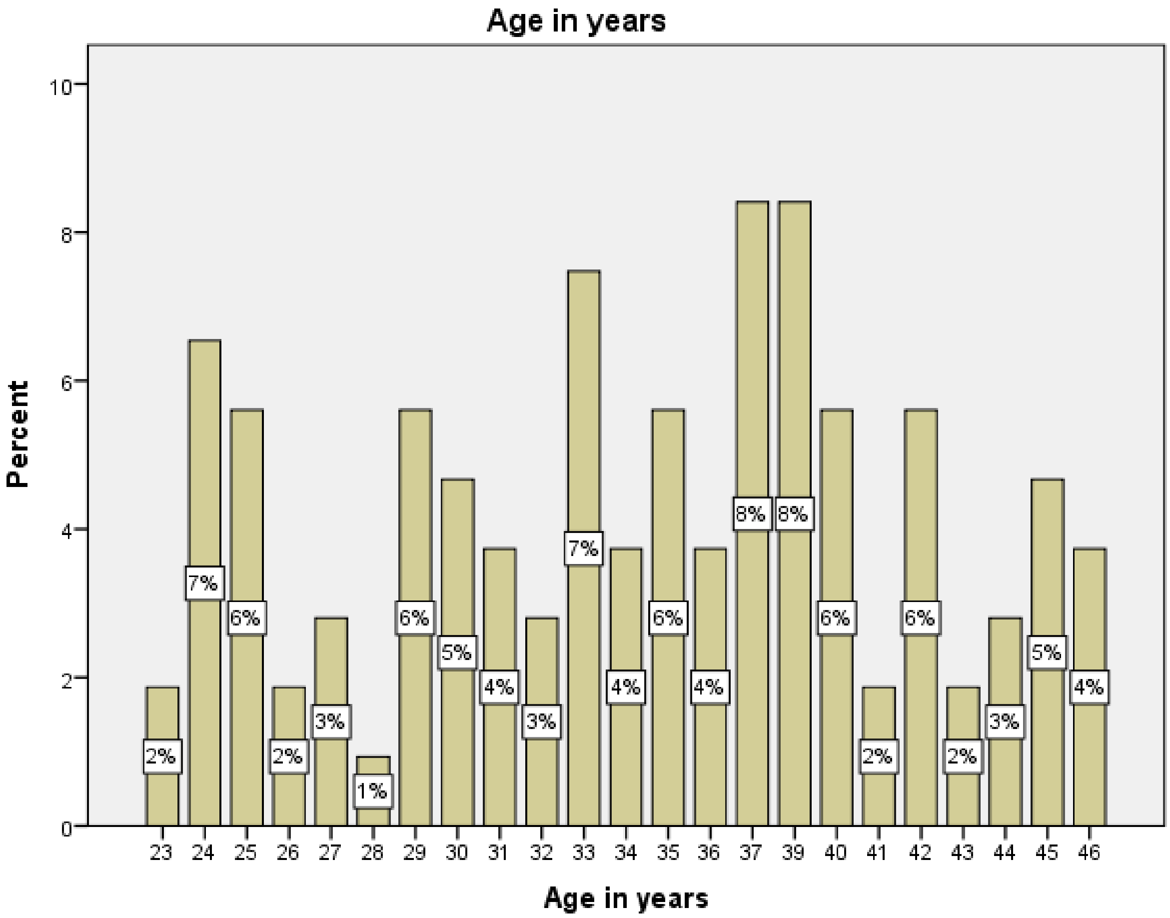

Figure 4. 1: *Age of respondents*

Figure 4.1 indicates that the respondents range from the ages of 23 to 46 years. This presents a mean age of 34. The findings point to a fairly young staff at the organization under study. This is indicative of personnel that can be developed to take up key positions in the organization.

Highest Level of Education

The participants were asked to indicate the highest level of education they had attained. The findings are captures in Figure 4.2.

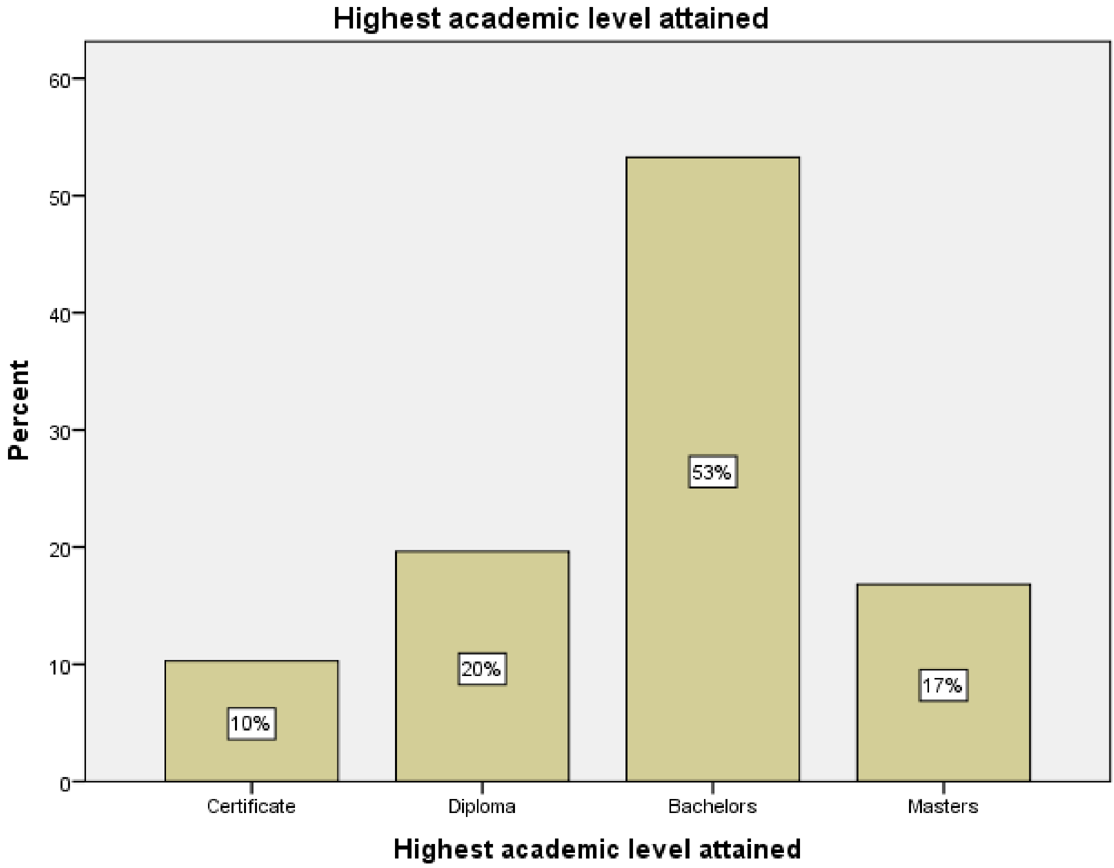

Figure 4. 2: *Highest academic level attained*

From Figure 4.2, most of the respondents (53%) had a Bachelor's Degree as their highest level of education, followed by Diploma (20%), Master's (17%), and Certificate (10%). This implies that the respondents were educated enough to be developed through intentional leadership programs.

Duration of time worked at ICC

Through an open question, the respondents were asked to state how long they had worked so far at ICC Church, Kenya. The findings are capture in Figure 4.3.

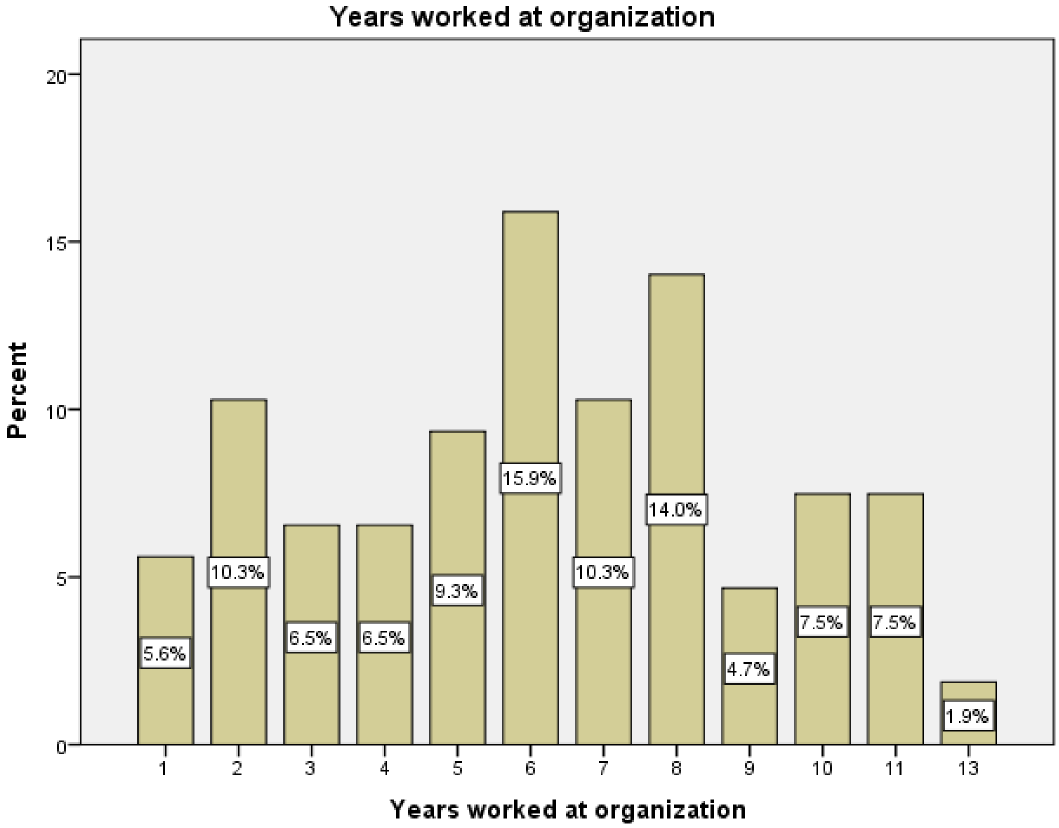

Figure 4. 3: *Years worked at organization*

The duration that the respondents have been working at the organization as shown in Figure 4.3 ranges between 1 to 13 years. These findings show that a significant proportion of the respondents (49.55%) had worked for between 5 to 8 years, with most (15.9%) having worked in the organization for 6 years. This implies that the participants have worked long enough in the organization to have interacted with the leadership development program. This category of participants has engaged more with the organization's leadership development program.

Top Management Support

A series of questions were asked to the participants based on Likert scale, to determine whether top management support influences succession planning at ICC Church, Kenya.

The participants were asked if there was a clearly documented policy on leadership development. As indicated in Table 4.3, 40.2 % of the respondents were not sure whether their organization had a clear policy document on leadership development. 48.6% of the respondents either agreed or strongly agreed that the organization had a clearly documented policy. Only 11.2 % either disagreed or strongly disagreed that there were clear policy documents on leadership development.

Table 4. 3: *Clearly documented policy*

		Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4.7	4.7	4.7
	Disagree	6.5	6.5	11.2
	Not sure	40.2	40.2	51.4
	Agree	28.0	28.0	79.4
	Strongly agree	20.6	20.6	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			3.53
	Std Deviation			1.040

Key: Ranked on a scale: 1.0-1.7 (strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0 (strongly agree).

Most of the respondents (48.6%) either agreed or strongly agreed that the organization had a clearly documented leadership development policy. This was due to a standard deviation of 1.040, and a mean of 3.53. 40.2% of the participants were not sure. This can be inferred to mean that either the organization does not have a documented leadership development policy, or that most of their employees are not formally aware of its existence. This agrees with Theus (2019) who observes that some organizations have not documented their leadership development policies, and in cases where they are documented, the level of awareness is very low among employees.

On whether key positions in the organization are often filled up internally whenever they fall vacant, most of the respondents (67.3%) cumulatively either agreed or strongly agreed to this question. The findings are captured in Table 4.4.

Table 4. 4: *Positions filled internally*

		Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3.7	3.7	3.7
	Disagree	11.2	11.2	15.0
	Not sure	17.8	17.8	32.7
	Agree	41.1	41.1	73.8
	Strongly agree	26.2	26.2	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			3.75
	Std Deviation			1.082

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0(strongly agree)

The findings captured in Table 4.4 show that most of the participants agreed that the key positions in the organization are often filled up internally whenever they fall vacant. This was due to a standard deviation of 1.082 and a mean of 3.75 which indicated agreement. This finding indicates that the top management of the organization supports leadership development within it ranks by internally filling-in key positions when they fall vacant. These findings are in tandem with those of Gurjant (2019) that organizations need to see their potential available inside, and make effort to groom them for occupying higher positions and for taking more responsibilities. A steady flow of internal talent to fill up higher posts creates a healthy environment and better human relations. By internally filling vacant positions, the top management demonstrates that it strongly believes and supports its leadership development programs.

The respondents were asked whether top management have actively promoted leadership development programs. Most of them (67.3%) cumulatively either agreed or strongly agreed that this was being done. The findings are captured in Table 4.5.

Table 4. 5: *Active promotion of leadership development programs*

		Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3.7	3.7	3.7
	Disagree	11.2	11.2	15.0
	Not sure	17.8	17.8	32.7
	Agree	41.1	41.1	73.8
	Strongly agree	26.2	26.2	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			3.75
	Std Deviation			1.082

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0(strongly agree)

The findings on Table 4.5 show that most of the respondents are in agreement that the top management of their organization have been actively promoting leadership development programs. This was due to a standard deviation of 1.082 and a mean of 3.75 that represents agreement. This infers that the top management has been in support of the leadership development program within the organization. These findings are supported by Gurjant (2019) in a study that established that when the top management supports leadership development programs then it provided a steady supply of successors catering for both the present and the future of the organization in addressing key positions.

On whether leadership development plans were openly discussed in top management meetings and the plans shared with all employees, most of the respondents (63.6%) agreed to this. The outcome is captured in Table 4.6.

Table 4.6: *Top management openly talking about leadership development*

		Percent	Valid Percent	Cumulative Percent
Valid	Disagree	10.3	10.3	10.3
	Not sure	26.2	26.2	36.4
	Agree	47.7	47.7	84.1
	Strongly agree	15.9	15.9	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			3.69
	Std Deviation			.862

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0(strongly agree)

The outcome on Table 4.6 shows that most respondents agreed that leadership development programs were being discussed openly in top management meetings, and the plans were shared with all employees. This was due to a standard deviation of 0.862 and a mean of 3.69 that agreed. This implies that leadership development is an open discussion that is being encouraged by top management of the organization. The findings by Roupnel, Rinfre, and Grenier (2019) are that when the top management actively and positively converse about leadership development within the organization, the staff perceive this as support towards it.

The respondents were asked if the top management was always keen on expanding financial support for the leadership development program. The findings in Table 4.7 show that most of the respondents (60.7%) cumulatively either agreed or strongly agreed to this.

Table 4. 7: *Top management expansion of financial support*

		Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1.9	1.9	1.9
	Disagree	6.5	6.5	8.4
	Not sure	30.8	30.8	39.3
	Agree	32.7	32.7	72.0
	Strongly agree	28.0	28.0	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			3.79
	Std Deviation			.991

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0(strongly agree)

The outcome shown on Table 4.7 depicts that most of the respondents were in agreement that leadership development programs within the organization were financially supported by the top management. This was due to a standard deviation of 0.991 and a mean of 3.79 that agreed. This is done through continuous expansion of financial support to the programs. According to Roupnel, Rinfre, and Grenier (2019), leadership development has financial implications which can be supported by the top managers by making these finances available and continuously expanding them when need be. There is no better way to show support than to ensure that finances are made available when needed for leadership development programs.

Organizational Structures

A series of questions were asked to the participants based on a Likert scale to determine whether organizational structure influences succession planning at the ICC Church, Kenya.

The respondents were asked if the organization had an active leadership development program within its structure. Most of the respondents (73.8%) cumulatively either agreed or strongly agreed that the leadership development program within the organization was active. This is captured in Table 4.8.

Table 4. 8: *Active leadership development program*

		Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3.7	3.7	3.7
	Disagree	4.7	4.7	8.4
	Not sure	17.8	17.8	26.2
	Agree	48.6	48.6	74.8
	Strongly agree	25.2	25.2	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			3.87
	Std Deviation			.972

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0(strongly agree)

The findings on Table 4.8 show that majority of the respondents agreed that the organization had an active leadership development program. This is due to a standard deviation of 0.972 and a mean of 3.87 that agreed. This implies that the staff at different levels of the organizational structure had experienced this program. According to Johnson et al. (2017), leadership development can only be implemented when an organization has an active leadership development program in place. Its absence will make any plans fizzle with time.

The respondents were asked if leadership development was done across the entire organization structure. The findings are captured in Table 4.9.

Table 4. 9: *Leadership development across organization structure*

		Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7.5	7.5	7.5
	Disagree	12.1	12.1	19.6
	Not sure	18.7	18.7	38.3
	Agree	37.4	37.4	75.7
	Strongly agree	24.3	24.3	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			3.59
	Std Deviation			1.197

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0(strongly agree)

The findings in Table 4.9 show that most of the respondents (61.7%) cumulatively either agreed or strongly agreed that leadership development was being done across the entire organizational structure. This was due to a standard deviation of 1.197 and a mean of 3.59 that agreed. This implies that various employees of this organization were aware of the various leadership development programs being implemented throughout the entire organizational structure. It also implies that the organization was keen on developing leaders throughout its structure. According to Johnson et al. (2017), active implementation of any succession plan needs to be handled within the existing structures of the organization to ensure awareness and reasonable preparedness of all employees to handle changes.

The participants were also asked whether the organization identified employees from top to bottom within its structures for mentoring. The findings are captured in Table 4.10.

Table 4. 10: *Staff identification for mentoring*

		Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5.6	5.6	5.6
	Disagree	11.2	11.2	16.8
	Not sure	19.6	19.6	36.4
	Agree	43.0	43.0	79.4
	Strongly agree	20.6	20.6	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			3.62
	Std Deviation			1.104

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0(strongly agree)

The findings in Table 4.10 show that most of the participants (63.6%) cumulatively had either agreed or strongly agreed that employees were being identified within the organizational structure to be mentored. This was due to a standard deviation of 1.104 and a mean of 3.62 that agreed. This implies that mentoring of staff to take up leadership positions was taking place within the organizational structure. This mentoring considered all staff irrespective of their level in the organizational structure. Considering employees within the entire structure offered the organization a steady supply of competent staff to take up key positions at various level of the organization. According to Secundo et. al. (2016), organizations are only able to identify key employees to mentor when they have a clear organizational structure in place. This structure also allows for proper identification of staff to be mentored. Mentoring, therefore, is key in the development of staff as it enables them to acquire the needed skills and expertise as part of succession planning.

The participants were asked whether the organization had a typical hierarchical arrangement of lines of authority and duties that could be used for leadership development. The findings are captured in Table 4.11.

Table 4. 11: *Hierarchical arrangement of lines of authority and duties*

		Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3.7	3.7	3.7
	Disagree	10.3	10.3	14.0
	Not sure	20.6	20.6	34.6
	Agree	32.7	32.7	67.3
	Strongly agree	32.7	32.7	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			3.80
	Std Deviation			1.120

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0(strongly agree)

The findings in table 4.11 show that most of the participants (65.4%) cumulatively either agreed or strongly agreed that the organization had a typical hierarchical arrangement of lines of authority and duties that could be used for leadership development. This is due to a standard deviation of 1.120 and a mean of 3.80 that agreed. The findings imply that the organization had a clear organizational structure that it could use to identify staff for development. This could be achieved through the line of authority and the duties allocated to staff. These findings are in tandem with those of Gurjant (2019) that organizations need to see their available internal potential and make effort to groom them for occupying higher positions and taking more responsibilities. A steady flow of internal talent to fill up higher posts creates a healthy work environment and better human relations.

The participants were asked whether the structure of the organization supported leadership development. The findings are captured in Table 4.12.

Table 4. 12: *Organizational structure supporting leadership development*

		Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3.7	3.7	3.7
	Disagree	7.5	7.5	11.2
	Not sure	10.3	10.3	21.5
	Agree	41.1	41.1	62.6
	Strongly agree	37.4	37.4	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			4.01
	Std Deviation			1.060

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0(strongly agree)

The findings on table 4.12 show that most of the respondents (78.5%) were cumulatively in agreement that the structure of the organization supported succession planning. This is supported by a standard deviation of 1.060 and a mean of 4.01 that agreed. This implies that the employees are able to be developed within the existing organization structure and fill up the key positions when they fall vacant. This agrees with Chang et al (2015) that leaders are developed through learning which can be effective or not depending on how the organization is structured. The dictates of best practice within an organization are that a succession plan is aligned with it structure to ensure that leaders are well developed and retained to prepare them for stepping in when the unexpected happens (Johnson, Pepper, Adkins & Alexius, 2017). This is related to the finding that the structures of an organization have the ability to filter the practicability of developing leaders (Chang et al., 2015).

Resource Availability

A series of questions were asked to the participants based on a Likert scale, to assess whether resource availability influenced succession planning at ICC Church, Kenya.

The respondents were asked whether the organization had a budget assigned for development of leaders. The results are captured in Table 4.13.

Table 4. 13: *Assigned budget for development of leaders*

		Percent	Valid Percent	Cumulative Percent
Valid	Disagree	7.5	7.5	7.5
	Not sure	28.0	28.0	35.5
	Agree	41.1	41.1	76.6
	Strongly agree	23.4	23.4	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			3.80
	Std Deviation			.884

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0(strongly agree)

The results on Table 4.13 show that most of the respondents (63.5%) cumulatively agreed that there indeed was a budget that had been assigned for development of leaders. This implies that the organization was supporting leadership development by making financial resources available. This is due to a standard deviation of 0.884 and a mean of 3.80 that agreed. According to Johnson et. al. (2017), organizations devote greater resources to identifying and preparing leaders, thus assuring successful transfer of leadership responsibilities. As thus, a budgetary allocation is put in place because succession planning is a fluid and continuous process that requires regular assessment and adjustments (SHRM, 2020). This is the only way an organization can build and sustain leaders who transform into taking up the identified key positions.

The respondents were asked whether the organization was adequately staffed to allow for employees to be trained on leadership development. The results are captured in Table 4.14.

Table 4. 14: *Adequate staff for training on leadership development*

		Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1.9	1.9	1.9
	Disagree	8.4	8.4	10.3
	Not sure	17.8	17.8	28.0
	Agree	59.8	59.8	87.9
	Strongly agree	12.1	12.1	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			3.72
	Std Deviation			.856

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0(strongly agree)

The results captured in Table 4.15 indicate that most of the respondents (71.9%) cumulatively agreed or strongly agreed that the organization was adequately staffed to allow for employees to be trained on leadership development. This resulted to a standard deviation of 0.856 and a mean of 3.72 that agreed. According to Half (2020), the adequacy of staff in succession planning aids organizations in seeking to implement leadership changes in a smooth and planned manner. It helps organizations to retain and develop individuals into the best successors for key positions by imparting them with the required skills and experience.

The respondents were asked whether employees are from time to time referred to attend leadership development workshops. A total of 78.5% cumulatively agreed or strongly agreed as shown in Table 4.15.

Table 4. 15: *Employees often referred to attend leadership development workshops*

		Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1.9	1.9	1.9
	Disagree	5.6	5.6	7.5
	Not sure	14.0	14.0	21.5
	Agree	45.8	45.8	67.3
	Strongly agree	32.7	32.7	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			4.02
	Std Deviation			.931

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0 (strongly agree)

The results shown on Table 4.15 indicate that most of the respondents agreed that employees were often being referred to attend leadership development workshops. This resulted in a standard deviation of 0.931 and a mean of 4.02 that agreed. This implies that the organization was keen on leadership development and therefore made resources available for external and internal capacity building through workshops. This is in tandem with a study by Donner, Gridley, Ulreich and Bluth (2016) that found that future leaders have to be identified first before being groomed through external programmes such as workshops and seminars. This enables the development of a reliable and robust source of well-motivated individuals who are better prepared to lead the organization.

The respondents were asked whether the organization had sufficient managers to influence succession planning. The results are captured in Table 4.16.

Table 4. 16: *Sufficient managers to influence leadership development*

		Percent	Valid Percent	Cumulative Percent
	Strongly disagree	1.9	1.9	1.9
	Disagree	14.0	14.0	15.9
	Not sure	15.9	15.9	31.8
	Agree	50.5	50.5	82.2
	Strongly agree	17.8	17.8	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			3.75
	Std Deviation			1.082

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0(strongly agree)

The results captured on Table 4.16 show that most of the respondents (68.3%) cumulatively either agreed or strongly agreed that the organization had sufficient managers to influence succession planning. This resulted in a standard deviation of 0.987 and a mean of 3.68 that agreed. This implies that the organization had adequate human resource to influence its agenda of leadership development. SHRM (2020) solidifies this point by stating that significant managerial resources are required over an extended period. This is the only way an organization can build and sustain leaders who transform into taking up the identified key positions.

Organizational Culture

A series of questions were asked to the participants based on a Likert scale to determine whether organizational culture influences succession planning at ICC Church, Kenya.

The respondents were asked whether managers in key positions had a culture of mentoring employees within their departments. The results are captured in Table 4.17.

Table 4. 17: *Manager's culture of mentoring employees*

		Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2.8	2.8	2.8
	Disagree	11.2	11.2	14.0
	Not sure	29.9	29.9	43.9
	Agree	41.1	41.1	85.0
	Strongly agree	15.0	15.0	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			3.54
	Std Deviation			.974

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0(strongly agree)

The results on Table 4.17 show that most of the respondents (56.1%) cumulatively either agreed or strongly agreed that various departments had managers in key positions who had a culture of mentoring employees. This resulted in a standard deviation of 0.974 and a mean of 3.54 that agreed. This implies that there was a culture of mentoring employees within the organization. This culture was rooted within the departments such that key employees in managerial positions were mentoring those under them. In this regard, Deshwal (2015) points out that when key managers embrace a culture of mentoring employees in their departments, insiders are always preferred to take up key positions after undergoing some form of development within the organization. More so, they are already accustomed to its corporate culture. This agrees with Joness (2015) that a properly conducted succession plan is capable of attracting and retaining staff. It also assists in motivating employees to transfer knowledge among themselves within the organization.

The participants were asked whether the organization conducted annual evaluation of staff to identify their development needs. The results are captured in Table 4.18. The results in Table 4.18 indicate that majority of the respondents (87.8%) cumulatively agreed or strongly agreed that the organization had been evaluating its employees annually to identify their development needs. This resulted in a standard deviation of 0.848 and a mean of 4.19 that agreed. The results indicate that the organization was keen on developing its employees by focusing on their needs which were identified through annual evaluations of staff. The identification of needs allowed the organization to concentrate on developing those specific needs that the employees had. According to Byers (2016), when this happens, an organization is continuously presented with available employees with the required competency and experience. Such employees are capable of filling staffing gaps and taking up challenging responsibilities when their needs are evaluated, identified, and addressed accordingly.

Table 4. 18: *Annual evaluation of staff needs*

		Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	.9	.9	.9
	Disagree	5.6	5.6	6.5
	Not sure	5.6	5.6	12.1
	Agree	49.5	49.5	61.7
	Strongly agree	38.3	38.3	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			4.19
	Std Deviation			.848

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0(strongly agree)

The participants were asked whether employees holding key positions in the organization had steadily risen through the ranks to occupy those positions. The results are captured in Table 4.19.

Table 4. 19: *Employees risen to take key positions*

		Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3.7	3.7	3.7
	Disagree	11.2	11.2	15.0
	Not sure	21.5	21.5	36.4
	Agree	40.2	40.2	76.6
	Strongly agree	23.4	23.4	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			3.68
	Std Deviation			1.069

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0(strongly agree)

The outcome captured on Table 4.19 indicates that most of the respondents (63.6%) cumulatively either agreed or strongly agreed that the employees currently holding key positions in the organization had steadily risen through the ranks to occupy them. This is due to the standard deviation of 1.069 and a mean of 3.68 that agreed. The results indicate that leadership development was a culture that had been embraced by the organization. This is supported by the organizational culture of steadily promoting existing employees through the ranks in order to take up key positions within the organization instead of hiring externally. In this regard, Rothwell (2011) observes that by design, succession planning ensures that an organization has a continuous stream of qualified employees within its structure to ensure continued performance even after change in leadership, a practice that should be embedded within the organizational culture.

The respondents were asked whether employees who performed better were rewarded with promotions. The results are captured in Table 4.20.

Table 4. 20: *Promotion of better performing employees*

		Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	.9	.9	.9
	Disagree	21.5	21.5	22.4
	Not sure	30.8	30.8	53.3
	Agree	38.3	38.3	91.6
	Strongly agree	8.4	8.4	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			3.32
	Std Deviation			.938

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0(strongly agree)

The results contained in Table 4.20 indicate that most of the respondents (46.7%) cumulatively either agreed or strongly agreed that employees who performed better were rewarded with promotions. It was noted that 30.8% of the participants were not sure, while 22.4% either disagreed or strongly disagreed. This resulted in a standard deviation of 0.938 and a mean of 3.32 that agreed. The results indicate that there was a culture of promoting better performing employees through the ranks, though that culture was not very strong. This is supported by the ambivalent nature of the responses provided. A strong culture of promoting employees based on performance encourages them to perform better as they will be considered for promotion within the organization (Luo & Liu, 2014). Such a culture also promotes employee retention, and offers the organization the much-needed skill-set and expertise for business continuity. According to Tom (2017), this practice is a deliberate and systematic process undertaken by the leadership of an organization to enable recruitment, development, and retention of staff with various leadership competencies that allows for current and future implementation of the organization's goals.

Succession Planning

A series of questions were asked to the participants based on a Likert scale to determine the influences of succession planning.

The respondents were asked whether the organization was keen on developing leaders who embraced the changing environment. The findings are captured in Table 4.21.

Table 4. 21: *Developing leaders keen on changing environment*

		Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1.9	1.9	1.9
	Disagree	3.7	3.7	5.6
	Not sure	19.6	19.6	25.2
	Agree	50.5	50.5	75.7
	Strongly agree	24.3	24.3	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			4.19
	Std Deviation			.848

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0(strongly agree)

The findings captured in Table 4.21 shows that most of the respondents (74.7%) cumulatively either agreed or strongly agreed that their organization was keen on developing leaders who embraced the changing environment. This resulted in a standard deviation of 0.870 and a mean of 3.92 that agreed. The results indicate that the organization recognized that the environment it was operating in was dynamic, and therefore it had to develop leaders who would steady it now and also in the future. Leadership development helps in imparting knowledge on a leader and in ensuring that they can flexibly influence their functions and appropriately provide guidance even in different circumstances (Luo & Liu, 2014).

The respondents were asked whether the organization had an adaptive leadership style. The results are captured in Table 4.22.

Table 4. 22: *Adaptive leadership style in organization*

		Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3.7	3.7	3.7
	Disagree	5.6	5.6	9.3
	Not sure	15.9	15.9	25.2
	Agree	49.5	49.5	74.8
	Strongly agree	25.2	25.2	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			3.87
	Std Deviation			.982

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0(strongly agree)

The findings in Table 4.22 indicate that most of the respondents (71.7%) agreed that the organization had an adaptive leadership style. This is due to a standard deviation of 0.982 and a mean of 3.87 that agreed. These findings imply that the organization had adopted a leadership style that adapts to the prevailing situation. This style of leadership allows for leaders to be developed with a mind that is quick to adapt to the changing environment in order to survive and thrive. As such, leadership behavior is improved when relevant leadership development programs that target specific employee needs are available (Le Comte & McClelland, 2017). Similarly, during continuous incremental organizational changes, adaptive leadership assists in achieving explicit change reactions and change consequences.

The respondents were asked whether the positions within the organization were as a result of a carefully planned process. The results are captured in Table 4.23.

Table 4. 23: *Positions as a result of carefully planned process*

		Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3.7	3.7	3.7
	Disagree	1.9	1.9	5.6
	Not sure	23.4	23.4	29.0
	Agree	45.8	45.8	74.8
	Strongly agree	25.2	25.2	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			3.87
	Std Deviation			.943

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0(strongly agree)

The results captured in Table 4.23 show that most of the respondents (68.0%) cumulatively either agreed or strongly agreed that the positions within the organization were as a result of a carefully planned process. This resulted in a standard deviation of 0.943 and a mean of 3.87 that agreed. The results indicate that leadership development within the organization was carefully planned. This can be interpreted to mean that the organization had come up with clear processes of leadership development that relate to the various positions within it. The findings align with the sentiments of Hickman and Akdere (2018) who state that leadership development should be a planned process that brings together formal mentoring and a robust feedback channel.

The respondents were asked whether leaders were mentored in consideration of current and future needs of the organization. The results are captured in table 4.24.

Table 4. 24: *Mentoring considers needs of organization*

		Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1.9	1.9	1.9
	Disagree	5.6	5.6	7.5
	Not sure	19.6	19.6	27.1
	Agree	45.8	45.8	72.9
	Strongly disagree	27.1	27.1	100.0
	Total	100.0	100.0	
N	Valid			107
	Missing			0
	Mean			4.19
	Std Deviation			.848

Key: Ranked on a scale: 1.0-1.7(strongly disagree); 1.8-2.5(disagree); 2.6-3.3(neutral); 3.4-4.1 (agree); and 4.2-5.0(strongly agree)

The results in Table 4.24 indicate that most of the respondents (72.9%) cumulatively agreed or strongly agreed that both future and current needs of the organization were being considered when mentoring leaders. This resulted in a standard deviation of 0.927 and a mean of 3.91 that agreed. The results imply that the organization's current and future needs were vital in the development of leaders. This is true because organizations keep changing, and the leaders must address their current and future needs. Leadership development is not just about the current situation of the organization, but also about its future (Tom, 2017).

Relationship between Leadership Development and Succession Planning

Chi-square tests with Cramer's' V were conducted to find out the influence of leadership development in succession planning of faith-based organizations in Kenya, specifically at ICC Church. A composite score of each of the four variables was computed and ran against succession planning. The findings are presented in Table 4.25.

Table 4. 25: *Chi-square tests*

Variable	χ2	df	p-value	Cramer's V
Top management support	20.711	6	0.002	0.419
Organizational structure	21.102	9	0.012	0.345
Resource availability	21.102	9	0.012	0.345
Organizational culture	111. 516	81	0.014	0.774

The findings in Table 4.8 shows that there was a significant relationship (χ^2=20.711, df=6, p=0.002, Cramer's v = 0.419) between top management support and succession planning. There was a significant relationship (χ^2=21.102, df=9, p=0.012, Cramer's V =0.345) between organizational culture and succession planning. There was a significant relationship (χ^2=21.102, df=9, p=0.012, Cramer's V =0.345) between resource availability and succession planning. There was a significant relationship between organizational culture (χ^2=111. 516, df=81, p=0.014, Cramer's v= 0.774) and succession planning.

Influence of Succession Planning

The study sought to establish the underlying relationships between variables and the extent to which the independent variables influenced the dependent variable. Correlation analysis and multiple regression analysis were used to accomplish this purpose. Correlation analysis is used to find the relationship between two or more sets of variables (Franzese & Luliano, 2019). It also tells the direction and the extent of the relationship between these variables.

Karl Pearson's coefficient of correlation was used in this study. Coefficient of correlation, which is also known as the product moment correlation coefficient, is one of the most popular methods used to measure the relationship between two variables. Table 4.26 is a correlation matrix that gives the correlation results of the linear relationships between different pairs of variables in the study.

Table 4. 26: *Bivariate Correlation Results: All Variables*

		Y	X_1	X_2	X_3	X_4
Top Management Support (X_1)	Pearson Correlation	.547**	1			
	Sig. (2-tailed)	.000				
Organization Structure (X_2)	Pearson Correlation	.463**	.668**	1		
	Sig. (2-tailed)	.000	.000			
Resource Availability (X_3)	Pearson Correlation	.554**	.689**	.611**	1	
	Sig. (2-tailed)	.000	.000	.000		
Organizational Culture (X_4)	Pearson Correlation	.528**	.669**	.646**	.755**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	216	216	216	216	216

***. Correlation is significant at the 0.01 level (2-tailed).*

*The correlation matrix Table 4.26 indicates that leadership development has a positive and significant relationship with each of the four dimensions of succession planning. Specifically, top management support (r=.547**, P<.001), organization structure (r= .463**, p<.000), resource availability (r=.554**, P<.001) and organizational culture (r= .528**, P<.001).*

The study established that top management support (X_1) has a positive and significant relationship on succession planning in faith-based organizations ($r=.547^{**}$, $P<.001$). This is attributed to the fact that the success of leadership development within an organization is hinged on the support of its top leadership.

The study revealed that organization structure (X_2) has a positive and significant relationship on succession planning in faith-based organizations ($r=0.463^{**}$, $p<.001$). This is attributed to the fact that organizational structure is the key consideration when planning a leadership development program in an organization.

The study established that resource availability (X_3) has a positive and significant relationship on succession planning in faith-based organizations ($r=0.554^{**}$, $p<0.001$). Compared to other succession planning dimensions, resource availability had the strongest positive and significant relationship on the leadership development in faith-based organizations in Kenya. The literature identified resource availability as one of the key drivers that influences leadership development (Luo & Liu, 2014). The findings of this study support this observation.

The study established that organizational culture (X_4) has a positive and significant relationship on succession planning in faith-based organizations ($r=0.528^{**}$, $p<0.010$). This study intended to test whether organizational culture is one of the key variables influencing succession planning in faith-based organizations in Kenya. The culture of an organization is key in shaping its leaders.

The findings indicated that resource availability (X_3) has the strongest inter-correlation with succession planning, followed by top management support (X_1), then organizational culture (X_4), and the least is resource availability (X_2). All the four dimensions of leadership development, however, have a significant influence on succession planning in faith-based organizations.

Regression Analysis Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.284[a]	0.081	0.045	0.97740432

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.557	4	2.139	2.239	.070[b]
	Residual	97.443	102	0.955		
	Total	106.000	106			

a. Dependent Variable: Zscore: Y- succession planning

b. Predictors (Constant), Zscore: x4_ organizational culture, Zscore: x1_ top management support, Zscore: x3_ resources availability, Zscore: x2_ organizational structure

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.363E-16	0.094		0.000	1.000
	Zscore: x1_ top management support	0.173	0.127	0.173	1.360	0.177
	Zscore: x2_ organizational structure	-0.161	0.131	-0.161	-1.231	0.221
	Zscore: x3_ resources availability	0.104	0.123	0.104	0.841	0.402
	Zscore: x4_ organizational culture	0.200	0.116	0.200	1.731	0.086

a. Dependent Variable: Zscore: Y- succession planning

Top Management Support

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.213[a]	0.045	0.036	0.98172633

a. Predictors: (Constant), Zscore: x1_ top management support

Organization Structure

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.093[a]	0.009	-0.001	1.00043684

a. Predictors: (Constant), Zscore: x2_Organization structure

Resources Availability

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.194[a]	0.038	0.029	0.98562403

a. Predictors: (Constant), Zscore: x3_ resources availability

Organizational Culture

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.194[a]	0.037	0.028	0.98574043

a. Predictors: (Constant), Zscore: x4_ organizational culture

The study established a R- squared value of 8.1% of the variance in succession planning scores and can be predicted from the variables top management, organizational structure, resources availability, and organizational culture as shown on model summary table 1. The regression model with the predictors top management, organizational structure, resources availability, and organizational culture cannot significantly (F=2.239; p=0.07) influence succession planning as shown on table 2.

Multiple regression analysis was used to test if the top management support significantly predicted succession planning. The study established that top management support (X_1) did not significantly influence succession planning (p= 0.221; R^2= 0.045). This attributed to the faith-based organizations managers being replaced from their position. The top managers do not want to allocate resources to train employees to get to their level.

The study revealed that organization structure (X_2) did not significantly influence succession planning (p= 0.402; R^2=0.009). This was attributed by lack of proper communication channels and ambiguity in the flow of the information in faith-based organizations. In addition, career progression in faith-based organizations is not clear. The study established that resource availability (X_3) did not significantly influence succession planning (p= 0.086; R^2=0.038). This was attributed to lack of devoted resources for training, coaching, and mentoring, which makes succession planning not a priority for faith-based organizations. The study established that organizational culture (X_4) did not significantly influence succession planning (p= 0.177; R^2=0.037). Faith-based organizations lack well established collection of values, expectations, and practices that guide and inform the actions of their teams.

Chapter Summary

Out of a sample size of 120, a total of 107 responded, giving a response rate of 89.2%. On their bio-data, the participants were questioned on their age, gender, number of years worked within that organization, and the highest academic level they had attained. Firstly, the results on top management support were presented. Based on the questions asked, the findings showed that this variable had a significant and positive relationship with succession planning. Secondly, the organizational structure was also analyzed. The results showed that it also had a positive and a significant influence with succession planning. The third variable (resource availability) was also analyzed, and the data showed that it had a positive and significant influence on succession planning. Lastly, data analyzed concerning organizational culture also showed that there existed a positive and significant influence with succession planning. The results were supported by Chi-square and product moment correlations.

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS, AREAS FOR FURTHER RESEARCH AND CONCLUSION

Introduction

The purpose of this study was to examine the role of leadership development in succession planning of faith-based organizations in Kenya using the ICC Church, Nairobi, as a case. In order to achieve this purpose, the following objectives were formulated:

i. To determine whether top management support influences succession planning at International Christian Center (ICC), Kenya.
ii. To establish whether organizational structure influences succession planning at International Christian Center (ICC), Kenya.
iii. To assess whether availability of resources influences succession planning at International Christian Center (ICC), Kenya.
iv. To determine whether organizational culture influences succession planning at International Christian Center (ICC), Kenya.

This chapter presents a summary of the key findings, conclusions drawn from the findings, and the recommendations made.

Summary of the Findings

The findings arrived at were organized according to the related objectives.

Top Management Support Influencing Succession Planning

Most of the respondents (48.6%) cumulatively either agreed or strongly agree that the organization had a clearly documented policy. This was due to a standard deviation of 1.040 and a mean of 3.53 agreed. 40.2% of the participants were not sure whether the organization had a clearly documented leadership development policy. According to Theus (2019), various organizations, including faith-based organizations, have not documented their policies in relation to leadership development. In cases where they are documented, the level of awareness of this policy is very low among the employees.

Most of the participants (67.3%) had cumulatively either agreed or strongly agreed that the key positions in the organization were often filled up internally whenever they fell vacant. This was due to a standard deviation of 1.082 and a mean of 3.75 which indicated agreed. This finding indicates that the top management of the faith-based organization supported leadership development within its ranks by internally filling key positions when they fell vacant. These findings are in tandem with those of Gurjant (2019) that faith-based organizations need to see their internal potential and make effort to groom them for occupying higher positions and for taking more responsibilities.

Most of the respondents (67.3%) cumulatively agreed or strongly agreed that the top management of their organization had been actively promoting leadership development program. This was due to a standard deviation of 1.082 and a mean of 3.75 that agreed. The result indicates that the top management had been in support of the leadership development program within the ICC Church. These findings are supported by Gurjant (2019) in a study that established that when the top management supports leadership development programs, then it provides a steady supply of successors catering for both the present and the future of the organization’s key positions.

Most respondents (63.6%) cumulatively either agreed or strongly agreed that leadership development programs were openly being talked about in top management meetings and the plan being shared with all employees. This was due to a standard deviation of 0.862 and a mean of 3.69 that agreed. This implied that leadership development was an open discussion that was being encouraged by top management of the ICC Church. In this regard, Roupnel, Rinfre, and Grenier (2019) find that when the top management actively and positively converse about leadership development within the organization, the staff perceive this as support towards it.

Most of the respondents (60.7%) cumulatively agreed or strongly agreed that leadership development programs within the organization were financially supported by the top management. This was due to a standard deviation of 0.991 and a mean of 3.79 that agreed. This was accomplished through continuous expansion of financial support to the leadership development programs. According to Roupnel, Rinfre, and Grenier (2019), leadership development has financial implications that can be supported by the top managers by making these finances available, and continuously expanding them when need be. As such, there is no better way to show support than to ensure that finances are made available when needed for leadership development programs in faith-based organizations.

Organizational Structure Influences Succession Planning

Most of the respondents (73.8%) cumulatively either agreed or strongly agreed that the organization had an active leadership development program as indicated by the majority of the respondents. This is due to a standard deviation of 0.972 and a mean of 3.87 that agreed. This implied that the staff at different levels of the organizational structure may have experienced this program. According to Johnson et. al. (2017) leadership development can only be implemented when a faith-based organizations has an active leadership development program in place. Its absence will make any plans fizzle with time.

Similarly, most of the respondents (61.7%) cumulatively either agreed or strongly agreed that leadership development was being done across the entire organizational structure. This was due to a standard deviation of 1.197 and a mean of 3.59 that agreed. The results indicated that various employees of this faith-based organization were aware of the various leadership development programs being implemented throughout the entire organizational structure. It also implied that the organization was keen on developing leaders throughout the organizational structure. According to Johnson et al. (2017), active implementation of any succession plan needs to be handled within the existing structures of the faith-based organization to ensure there is awareness and reasonable preparedness of all employees to handle changes.

Most of the participants (63.6%) cumulatively either agreed or strongly agreed that employees were being identified within the organization structure to be mentored. This was due to a standard deviation of 1.104 and a mean of 3.62 that agreed. This implies that mentoring of staff to take up leadership positions was taking place within the organizational structure. This mentoring considered all staff irrespective of their level in the organizational structure. Considering employees within the entire structure offered the organization a steady supply of competent staff to take up key positions at various levels of the organization. According to Secundo et al. (2016), faith-based organizations are only able to identify key employees to mentor when they have a clear organizational structure in place. This structure also allows for proper identification of staff to be mentored. Mentoring, therefore, is key in the development of staff as it enables them to acquire the required skills and expertise.

Most of the participants (65.4%) cumulatively either agreed or strongly agreed that the organization first considered employees internally when filling key positions. This is due to a standard deviation of 1.120 and a mean of 3.80 that agreed. The findings imply that the ICC Church had a clear organizational structure that it could use to identify staff for development. This could be achieved through the line of authority and the duties allocated to staff. These findings are in tandem with those of Gurjant (2019) who reported that organizations need to see their available internal potential, and make effort to groom them for occupying higher positions, and for taking more responsibilities. A steady flow of internal talent to fill up the higher posts creates a healthy working environment and better human relations.

Most of the respondents (78.5%) cumulatively either agreed or strongly agreed that the structure of the organization supported leadership development, with a standard deviation of 1.060 and a mean of 4.01 that agreed. This implied that the employees were able to be developed within the existing organizational structure and filled up the key positions when they fell vacant. In regard to this, Johnson et. al. (2017) point out that the dictates of best practice within an organization demand that a succession plan is aligned with it structure to ensure that leaders are well developed and retained in readiness for them step in when the unexpected occurs. Clearly, the structures of a faith-based organization have the ability to filter the practicability of developing leaders (Chang et al., 2015).

Resource Availability Influencing Succession Planning

Most of the respondents (63.5%) cumulatively either agreed or strongly agreed that there indeed was a budget that had been assigned for development of leaders. This is due to a standard deviation of 0.884 and a mean of 3.80 that agreed. This implies that ICC Church was supporting leadership development by making financial resources available. According to Johnson et. al. (2017), organizations devote more resources to identifying and preparing leaders, thus assuring the transfer of leadership responsibilities. Therefore, a budgetary allocation is put in place since succession planning is a fluid and continuous process that requires regular assessment and adjustments (SHRM, 2020). This is the only way an organization can build and sustain leaders who transform into taking up the identified key positions.

Most of the respondents (78.5%) cumulatively agreed or strongly agreed that employees were often referred to attend leadership development workshops. This resulted in a standard deviation of 0.931 and a mean of 4.02 that agreed. The implication here is that the organization was keen on leadership development and had therefore made resources available for external and internal capacity building through workshops. This is in tandem with a study by Donner et al. (2016) that found that future leaders have to be identified first before being groomed through external programs such as workshops and seminars. This will enable the development of a reliable and robust pool of well-motivated individuals who are better prepared to lead the faith-based organization.

Most of the respondents (68.3%) cumulatively either agreed or strongly agreed that the organization had sufficient managers to influence leadership development. This resulted in a standard deviation of 0.987 and a mean of 3.68 that agreed. This implied that the ICC Church had adequate human resources to influence its agenda of leadership development. In regard to this, SHRM (2020) observe that significant managerial resources are required over an extended period for an organization to build and sustain leaders who take up the identified key positions.

Organizational Culture Influencing Succession Planning

Most of the respondents (56.1%) cumulatively either agreed or strongly agreed that various departments had managers in key positions who had a culture of mentoring employees. This resulted in a standard deviation of 0.974 and a mean of 3.54 that agreed. This implies that there is a culture within the ICC Church of mentoring employees. This culture is rooted within the departments such that key employees in managerial positions mentor the other employees. Deshwal (2015) points out that when key managers embrace a culture of mentoring employees in their departments, then the insiders will always be preferred to take up key positions after undergoing some form of development within the faith-based organization. More so, such employees are already accustomed to its corporate culture.

Majority of the respondents (87.8%) cumulatively agreed or strongly agreed that the organization had been annually evaluating its employees to identify their development needs. This resulted in a standard deviation of 0.848 and a mean of 4.19 that agreed. The result suggest that ICC Church was keen on developing its employees by focusing on their needs which it identified through an annual evaluation. The identification of development needs through evaluation allows an organization to concentrate on developing those specific needs that the employees require. According to Byers (2016), an organization is continuously presented with available employees with the required competency and experience, capable of filling staffing gaps and also taking up challenging responsibilities when their needs are evaluated, identified, and addressed accordingly. As it were, faith-based organizations invest significantly every year in developing their leaders (Day, 2010).

Most of the respondents (63.6%) cumulatively either agreed or strongly agreed that employees who were currently holding key positions in the organization had steadily risen through the ranks to occupy those positions. This is due to the standard deviation of 1.069 and a mean of 3.68 that agreed. This implies that leadership development is a culture that has been embraced by ICC Church. This is supported by the organizational culture of steadily promoting existing employees through the ranks in order to take up key positions within it instead of hiring externally. Here, Rothwell (2011) contends that by design, succession planning ensures that a faith-based organization has a continuous stream of qualified employees within its structure, hence ensuring continued performance even after change in leadership. It would be advisable that such practice be embedded within the culture of the faith-based organization.

Most of the respondents (46.7%) cumulatively either agreed or strongly agreed that employees who performed better were rewarded with promotions. 30.8% of the participants were not sure, while 22.4% were either not sure or strongly not sure. This resulted in a standard deviation of 0.938 and a mean of 3.32 that agreed. This implies that there was a culture of promoting better performing employees through the ranks. This culture encourages employees to perform better as they will be considered for promotion within the faith-based organization. It also promotes employee retention and offers the organization the much-needed skill-set and expertise for business continuity. Such practice is a deliberate and systematic process undertaken by the leadership of a firm to enable recruitment, development, and retention of staff with various leadership competencies that allow for current and future implementation of an organization’s goals (Tom, 2017).

Succession Planning

Most of the respondents (74.7%) either cumulatively agreed or strongly agreed that their organization was keen on developing leaders who embraced the changing environment. This resulted in a standard deviation of 0.870 and a mean of 3.92 that agreed. This implies that the faith-based organization recognized that the environment in which it was operating was dynamic, and therefore had to develop leaders who would steady the organization at present and also in the future. As such, leadership development helps in imparting knowledge on a leader, and also in ensuring that they can flexibly influence their functions and appropriately provide guidance in different circumstances (Luo & Liu, 2014).

Most of the respondents (71.7%) agreed that the organization had an adaptive leadership style. This was due to a standard deviation of 0.982 and a mean of 3.87 that agreed. These findings imply that the leadership style that the ICC Church had adapted is one that adapts to the prevailing situation. This style of leadership allows for leaders to be developed with a mind that is quick to adapt to the changing environment in order to survive and thrive. Leadership behaviour is improved through relevant leadership development programs that target specific employee needs (Le Comte & McClelland, 2017). Similarly, adaptive leadership assists in achieving explicit change reactions and change consequences during continuous incremental organizational changes.

Most of the respondents (68.0%) cumulatively either agreed or strongly agreed that the positions within the organization were as a result of a carefully planned process. This resulted in a standard deviation of 0.943 and a mean of 3.87 that agreed. This implies that leadership development within the organization was carefully planned. The finding suggests that the organization had come up with clear processes of leadership development that related to the various positions within it. In this regard, Hickman and Akdere (2018) assert that leadership development should be a planned process that brings together formal mentoring and a robust feedback channel.

Most of the respondents (72.9%) cumulatively agreed or strongly agreed that both future and current needs of the organization were being considered when mentoring leaders. This resulted in a standard deviation of 0.927 and a mean of 3.91 that agreed. The results imply that the current and future needs of ICC Church are vital in the development of leaders. This is true because organizations keeps changing, and the leaders must address their current and future needs. As it were, leadership development is not just about the current situation of the organization, but also about its future.

Influence of Succession Planning

The influence of the variables was established as follows: Top management support (r=.547**, P<.001), organization structure (r= .463**, p<.000), resource availability (r=.554**, P<.001) and organizational culture (r= .528**, P<.001).

The study established that top management support (X_1) had a positive and significant influence on leadership development in ICC ($r=.547^{**}$, $P<.001$). This is attributed to the fact that the success of leadership development within an organization is hinged on the support of its top leadership.

The study revealed that organization structure (X_2) had a positive and significant influence on succession planning in ICC ($r=0.463^{**}$, $p<.001$). This is attributed to the fact that organizational structure is the key considerations to successfully organize the whole firm around leadership development.

The study established that resource availability (X_3) had a positive and significant influence on succession planning in ICC ($r=0.554^{**}$, $p<0.001$). Compared to other succession planning dimensions, resource availability had the strongest positive and significant influence on the leadership development in ICC Church, Kenya. The literature identified resource availability as one of the key drivers that influences leadership development. The findings of this study support this observation.

The study established that organizational culture (X_4) had a positive and significant influence on succession planning in ICC Church ($r=0.528^{**}$, $p<0.010$). This study intended to test whether organizational culture is one of the key variables influencing leadership development in faith-based organizations in Kenya. The culture of an organization is key in shaping leaders of that particular organization.

The findings indicate that resource availability (X_3) has the strongest inter-correlation with succession planning, followed by top management support (X_1), then organizational culture (X_4), and the least is organizational structure (X_2). All the four dimensions of CRM, however, show a significant influence on succession planning in faith-based organizations.

Conclusion

This study sought to examine the role of succession planning in leadership development of faith-based organizations in Kenya and gave the following conclusions:

Top Management Support

The study concludes that top management support is a key element and influences leadership development. Leadership development requires support from the top leadership of an organization because it is the vital decision-making organ. Their support goes a long way towards influencing the perception of the entire faith-based organization regarding succession planning and leadership development. Support from top management allows for allocation of resources which are essential in the survival and sustainability of leadership development programs. The study concludes that ICC Church requires clearly documented policies to create awareness, and also sensitize employees of its plans in this regard. Having it documented makes it authentic and shows commitment by the top management. It could be concluded, therefore, that the top leadership can influence leadership development by showing its support through development of appropriate policies, enabling key positions to be filled internally, actively promoting the leadership development programs, having open discussions about leadership development, and providing an allocation of the finances towards such programs.

Organizational Structure

The study concludes that organizational structure affects leadership development. An organization structure refers to the manner in which different tasks within an organization are formally assigned, categorized, and coordinated. Leaders are developed through learning, which can be effective or not depending on how the faith-based organization is structured. The structures of an organization have the ability to filter the practicability of developing leaders. By embracing proactive tactics through succession plans instead of reactive ones, organizations have the capability to experience a smooth transition where both uncontrollable and controllable factors subscribe to changes in an organizational structure. Candidates are identified through the entire organizational structure for the leadership positions. The structure will then determine which ladders they need to climb to reach these leadership positions.

Resource Availability

The study concludes that resource availability influences leadership development. As part of an organizational strategy, leadership development needs to be implemented within the available resources. To enable future leaders to be groomed, resources such as finances and time will have to be allocated to them once they have been identified. This will enable the development of a reliable and robust source of well-motivated individuals who are better prepared to lead the organization. Additionally, leadership development is a human resource strategy which requires the availability of adequate and skilled human resource. To accomplish such responsibilities, every faith-based organization requires a leadership development plan that is well thought out and necessary resources allocated. A faith-based organization will therefore devote a considerable allocation of resources to the identification and development of leaders, thus ensuring effective transfer of knowledge and responsibilities.

Organizational Culture

The study concludes that organizational culture influences leadership development. An organization's culture, vision, and business continuity must be on the table when considering leadership development. As such, leaders being considered in succession plans must embrace the culture of the faith-based organization. One important facet in leadership development is comprehending the organizational climate and culture. A culture where leaders are assessed and targeted for grooming ensures that the organization implements its succession plans effectively. The culture of a faith-based organization, therefore, comprises of its shared beliefs, values, and assumptions. In the development of an organization's leaders to take up key positions, the organizational culture offers guidance and direction based on the new knowledge. Organizational culture offers the workforce a sense of identity and dedication that is above their personal benefits, and also creates a stable and persistent system that shapes and controls their behaviour. When developing leaders within an organization, it is important to consider the organizational culture because it significantly affects the area of the faith-based organization such as relevant facets of staff and their quality. By actively managing leaders, succession planning therefore becomes a strategic target that can unlock an organization's potential, enhance staff retention, talent management, provide continuity, and develop a formidable culture that will match an organizations competition.

Leadership Development

The study concludes that succession planning plays a role in leadership development in an organization. This was reached after establishing that elements of succession planning were influencing leadership development. The perception of leadership has been developed over time, and keeps evolving. Characteristics of leaders have since been inventoried so as to associate leadership with certain traits or behaviour. As such, leadership development can be achieved by enhancing the skills of a leader through exploration of actions using field experience. This can be attained through coaching and mentoring programs. Leadership development is about producing leaders who are adaptive to the situation at hand, flexibly changing their environment to match with the dynamic surrounding. Leaders, therefore, are developed to withstand the changes in the faith-based organization through their leadership style. They should also prepare an environment that can readily respond to the multi-layered environment of conflict and changing courses.

Recommendations

The study makes the following recommendations:

The organization should develop and implement a formal succession plan that includes policies, procedures, and processes to retain, educate, train, and develop personnel. The documented succession plan should be considered formally and be circulated widely for all staff in the organization to see. The organization should also consider implementing a leadership development program with a connection to strategic and succession plan within the organization.

The organization should have a continuous stream of qualified employees within its structure to ensure continued performance even after change in leadership.

This can be achieved through mentorship programs, coaching, training, and annual performance management.

Suggestions for Further Research

This study focused on one faith-based organization, the ICC Church, Nairobi. Future studies should therefore be conducted within a similar subject area though in different sectors such as family-based organization, political organizations, and government organizations.

Only four aspects of leadership development were studied, namely top management support, organizational structure, resource availability, and organizational culture. It is therefore recommended that future studies unearth more subject matters in this area and explore them in detail. This will enhance reliability and enable generalization.

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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR ICC STAFF

Dear Respondent,

I am a Master's student pursuing a Degree in Leadership Management at Pan Africa Christian (PAC) University. Currently I am conducting research on succession planning and leadership development of faith-based organizations in Kenya: case of International Christian Center (ICC).

I am hereby requesting for your assistance in completing the attached questionnaire, which will provide necessary information required for this study. The information will be treated with confidentiality and it will be beneficial to the researcher as well as institutions of higher learning, their students and youth in general.

Your cooperation will be highly appreciated. Thanking you in advance.

Willingness to participate

Yes [ ]   No [ ]

For further information you may contact me at:

Fridah Nkatha Karani

Tel: 0713802288

Email: fnkarani@gmail.com

SECTION A: BIO DATA (tick as applicable)

1. Gender:

Male [ ] Female [ ]

2. Please state your age

…………………………………………………….

3. State your highest level of education.

O' levels [ ] A' levels [ ] Diploma [ ]

Certificate [ ] Bachelors [ ] Masters [ ]

4. How long have you worked for this organization?

…………………………………………………….

Top Management Support

5. To what extent do you agree with the following statements?

	Strongly Disagree 1	Disagree 2	Not sure 3	Agree 4	Strongly Agree 5
We have a clearly documented policy on leadership development.					
Key positions in the organization are often filled up internally whenever they fall vacant.					
Top management have actively promoted leadership development programs.					
Leadership development plans are openly talked about in top management meetings and the plan shared with all employees.					
The top management is always keen on expanding financial support for the leadership development program.					

Organizational Structure

6. To what extent do you agree with the following statements?

	Strongly Disagree 1	Disagree 2	Not sure 3	Agree 4	Strongly Agree 5
The organization has an active leadership development program.					
Leadership development is done across the entire organization structure.					
The organization identifies employees from top to bottom within its structure for mentoring.					
When filling key positions, the organization first sources for qualified employees within its structures.					
The structure of our organization supports leadership development.					

Resources Availability

7. To what extent do you agree with the following statements?

	Strongly Disagree 1	Disagree 2	Not sure 3	Agree 4	Strongly Agree 5
The organization has a budget assigned for development of leaders.					
The organization is adequately staffed to allow for employees to be trained on leadership development.					
Employees are from time to time referred to attend leadership development workshops.					
The organization has sufficient managers to influence leadership development.					

Organizational Culture

8. To what extent do you agree with the following statements?

	Strongly Disagree 1	Disagree 2	Not sure 3	Agree 4	Strongly Agree 5
Managers in key positions have a culture of mentoring employees within their departments.					
The organization conducts annual evaluation of staff to identify their needs.					
Employees holding key positions in the organization have steadily risen through the ranks to occupy those positions.					
Employees who perform better are rewarded with promotions.					

Leadership Development

9. To what extent do you agree with the following statements?

	Strongly Disagree 1	Disagree 2	Not sure 3	Agree 4	Strongly Agree 5
The organization is keen on developing leaders who embrace the changing environment.					
The organization has an adaptive leadership style					
The positions within the organization are as a result of a carefully planned process.					
Leaders are mentored in consideration of current and future needs of the organization					

Thank You!

APPENDIX II: NACOSTI RESEARCH PERMIT

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 425938

Date of Issue: 15/March/2021

RESEARCH LICENSE

This is to Certify that Ms.. Fridah Karani Nkatha of Pan Africa Christian University, has been licensed to conduct research in Nairobi on the topic: SUCCESSION PLANNING AND LEADERSHIP DEVELOPMENT OF FAITH BASED ORGANIZATIONS IN KENYA: A CASE OF INTERNATIONAL CHRISTIAN CENTER (ICC) for the period ending : 15/March/2022.

License No: NACOSTI/P/21/9344

425938

Applicant Identification Number

Director General

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code

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APPENDIX III: PAC RESEARCH AUTHORIZATION

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PAC
UNIVERSITY

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admissions@pacuniversity.ac.ke
www.pacuniversity.ac.ke

26TH FEBRUARY, 2021

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION & ETHICS CLEARANCE LETTER FOR KARANI FRIDAH NKATHA REG. NO: MALD/9543/0/17

Greetings! This is an introductory letter for the above named person a final year student at Pan Africa Christian University (PAC University), pursuing the degree of Master of Arts in Leadership.

She is at the final stage of the programme and is preparing to collect data to enable her finalise on her Thesis. The Thesis title is ***"Succession Planning and Leadership Development of Faith Based Organizations in Kenya: A Case of International Christian Center (ICC)".***

We kindly request that you allow her obtain a research permit so as to proceed and conduct research at selected branches of International Christian Centre, Kenya.

Warm Regards,

PAN AFRICA CHRISTIAN UNIVERSITY
REGISTRAR
P.O. Box 56875 00200.
TEL: 0721 932050 0734 400694
NAIROBI, KENYA

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