THE EFFECTS OF SUCCESSION PLANNING ON ORGANIZATION PERFORMANCE IN CORRECTIONAL INSTITUTIONS IN KENYA:

(CASE OF KENYA PRISONS REFORMS ADOPTATION)

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ABSTRACT

Correctional institutions are forced to contend with environmental unpredictability and uncertainties which are myriad in nature. This situation in most times causes unprecedented diversions of employee's commitment from the institution's core objectives if not checked and addressed adequately. In attempting to avoid the absurd scenario, the organization must learn to plan and manage their existing workforce effectively in order to achieve the desired competitive advantage in all areas of their operations. This study was based on to the effects of succession planning on organizational performance in correctional institutions in Kenya with special focus on prisons reforms adoption. It was conducted using descriptive design. Proportionate stratified and random sampling techniques were used to select employees of different ranks. The target population study was 120 employees of Kenya Prisons Service working at the prisons headquarters. From top management (4), middle level management (32) and low level management cadres (84). Descriptive statistics were used to analyze the findings. They were translated into frequencies, bar graphs, pie charts and percentages to ease interpretation. From the finding, the study revealed that training and recruitment is to the opinion of 79 participants (72%) as a development process aimed at improving the quality of employees' and to enhance the current and future performance capability of staff. The study established that succession planning in Kenya Prison Service positively affects its performance to a great extent. The age representation indicated that majority of the officers (67%) were due for retirement within ten years' time from the period which the research was done thereby, making succession planning a very necessary event in the Kenya Prison Service. There is need to ensure continuity in the organization by grooming employees' for upward mobility and that suitable personnel are available to fill vacancies that are created by promotions, transfers, retirement and natural attrition without patronage of favoritism within the framework of merit principle and values. The study also revealed that reforms in Kenya Prisons Service resulted to high service delivery thus recommended that it should be fast tracked to enhance a positive effect on performance. The study also established that high procedural transparency in promotional decisions resulted to employees' satisfaction on organizational outcomes and positive service delivery. The participants view this as key to performance. The respondents (62%) concurred that reforms in Kenya Prisons Service were affected by organizational succession. Employees are likely to experience satisfaction with the outcomes when there is existence of transparency and procedural justice in promotion decisions while those who perceive unfair promotion procedures may experience decline in performance and can be troubled by feelings of inequity. It is recommended that Kenya Prisons Service should come up with fair and equitable policies to meet employees' needs on promotions and to encourage high professional ethics. The department also needs an inclusive strategic plan, policies and procedures on how to develop talent.

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