

**THE IMPLEMENTATION OF SUCCESSION MANAGEMENT PROGRAMMES  
ON QUALITY OF SERVICE: A CASE OF COUNTY GOVERNMENT OF MERU**

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ADMINISTRATION AND MANAGEMENT (PUBLIC POLICY AND  
ADMINISTRATION OPTION) OF  
MOUNT KENYA UNIVERSITY**

**OCTOBER, 2024**

## DECLARATION AND APPROVAL

### Declaration by Candidate

This research project is my original work, and it has not been presented for any degree in any University or for any other award.



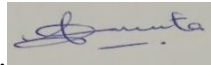
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### Approval by Supervisor

I confirm that the work reported in this research project was carried out by the candidate under my own supervision.



Signature..... Date.....27/10/2024.....

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## **DEDICATION**

This research project is dedicated to my family. Their love and encouragement has given me the energy and determination to undertake this study.



## ACKNOWLEDGEMENT

I am grateful to the Almighty God for giving me the good health and strength to go through this very demanding process of coming up with this project. Let me extend my deepest appreciation to my supervisor Dr. Grace Karemu for her tireless efforts in offering me guidance, support and more importantly advice throughout this process of coming up with this research project. My sincere gratitude goes to the staff at Mount Kenya University postgraduate school for unwavering support and quick responses. To the county government of Meru staff for taking time to participate in this study I salute you, your input has tremendously helped the in completion of this project. To my wife and children, your encouragement cannot go unrecognized. To my colleagues and friends thank you for being there for me.



## ABSTRACT

Succession management enables organizations to identify, develop, and retain talent, ensuring that the successor is familiar with the responsibilities and expectations of the higher-level positions. This study aimed to assess the implementation of succession management programmes on quality of service in public service in the County government of Meru, Kenya. Succession management programmes involve activities such as, management training programmes, employees' mentorship programmes, job rotation programmes and leadership development programmes. Therefore, the specific objectives of this study was to assess the relationship between management training programmes and quality of service in the County government of Meru; to investigate the effect of employees' mentorship programmes on quality of service in the County government of Meru; to examine how job rotation programmes affects the quality of service in the County government of Meru and to find out how leadership development programmes affects the quality of service in the County Government of Meru. The study employed stratified random sampling to select sample from each department. The target population were 290 senior staff in the County Government of Meru out of which 168 formed the sample size. Descriptive survey design was used in developing an understanding of the relationship between study variables and data was collected with aid of questionnaires. The target population consisted of staff in the county government of Meru. Cronbach's alpha coefficient was used to measure reliability of the instruments. Additionally, content validity was sought from the supervisor and experts in governance and administration. Statistical package for social science (SPSS) tool for descriptive statistics aided in analyzing quantitative data. The study found strong positive correlation between management training programmes, mentorship programmes, job rotation and leadership development programmes and quality of service ( $r = 0.762, 0.707, 0.802, 0.869$ ) respectively. The study concluded that, implementation of succession management measures had a significant influence on quality of service. The study recommended enhancement of leadership development programmes, Job rotation, management training programmes and mentorship programmes in succession management plans so as to maintain and enhance the quality of service.

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## LIST OF ABBREVIATION

**ANOVA** – Analysis of Variance

**MKU** – Mount Kenya University

**NACOSTI** – National Commission for Science, Technology and Innovation

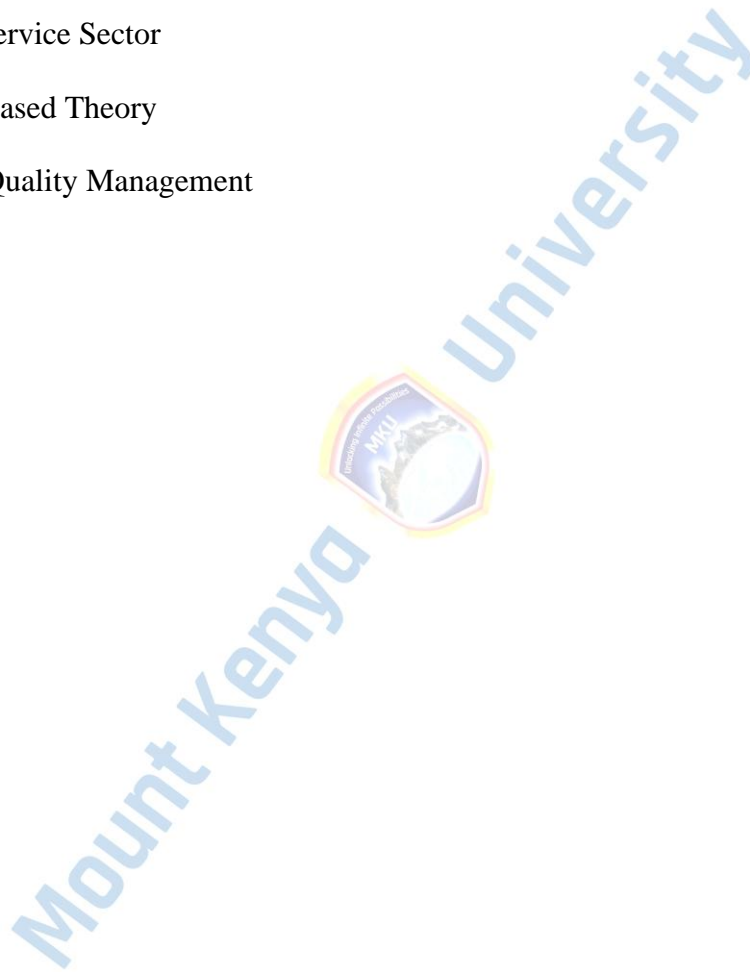
**NPS** – National Police Service

**PSC** – Public service Commission

**PSS** – Public Service Sector

**TBT** - Talent Based Theory

**TQM** – Total Quality Management



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

According to Rothwell (2016), organizations designs strategic succession management programmes with the sole purpose of identification, development and preparation of suitable employees who would take over leadership positions following exit of the incumbent. Succession management practices identify and select talents to succeed exiting employees in the organization to avoid leadership vacuums. Effective succession management programmes guarantee continuity and stability of organizational processes. In today's era, succession management is now a fundamental concept that ensures the private and public institutions gain competitive advantage (Leigh, 2018).

According to Hussey & Campbell-Meier (2021), succession management is a strategy of having right number of managers and skilled employees in place to cover in case an employee exits office either by promotion, deployment, expansion plans or through retirement. Similarly, Mirela (2019), echoed that, succession management main goal is to ensure that, there is availability of suitable managerial candidates to fill positions that are created as a result of new appointments, future plans, promotions, retirement and death or through resignation.

Succession management programmes are meant to reduce disruption of services and processes in organization by ensuring leadership transitioning is smooth and seamless. This is achieved by having a pool of groomed candidates in the pipeline to ensure continuity and growth of the organization. Gerardus (2021) highlighted some succession management programmes which involve activities such as, management training

programmes, employees` mentorship programmes, job rotation programmes and leadership development programmes.

For any succession management program to be credible, it should put emphasis on developing capacity of individuals being well prepared to fulfill the future leadership and management needs of an organization. According to Rothwell (2016), succession management programmes should target leadership development, management training and employees` mentorship. In contrast, when county governments are filling up leadership positions in Kenya, political patronage influences the process more than competence, (Article 1 (4) of the Constitution of Kenya, (2010). Leaders appointed into office hold very critical positions in public sector which are important in formulation and implementation of public policy. Governors are given powers by the constitution to appoint leaders in county government administration especially county executive officers, (Article 174 of the Constitution of Kenya, 2010. It has been observed that, high level employees are chosen not according to leadership talent, but rather on the basis of their loyalty to the prevailing county administration (Kerubo & Muturi, 2019).

In China, Zhang, Lee & Zhao (2023), did a study assessing the effect of succession management on firm performance. Their study found a positive relation between succession management and organizational performance which directly influenced services being offered. Zhang, et al., (2023), indicated that, succession management programmes entailed robust activities of identifying suitable candidates as successors, training and developing them in preparation for leadership: succession management was found to attract and retain and engage talented employees. Cascio & Briscoe (2019), agreed with Zhang, et al., (2023) by stating that, succession management programmes helped organizations to build their innovative capacity and knowledge management.

Organizations that had succession management plans had competitive advantage over the organization which had no such plans since succession management programmes explored current and future organizational needs for leadership and innovation (Cascio & Briscoe, 2019). Succession management programmes therefore are a good human resource tool for building organization human capital and capacity.

In Canada, Arora (2019), studied senior leadership in three polytechnics on succession management and planning. The study proposed a 4p model namely Purpose, Progression, Performance, and Persistence. According to the study, senior leaders yearned for a well elaborated succession management programmes covering leadership development, training and mentorship. Similarly, management in local government agencies in Santa Clara County California lacked well formulated succession management plans as found out by the Leadership Academy (2018). In their survey on succession management some cities had succession management plans in place while others had no formal or informal management succession programmes. The study noted that, majority of the cities surveyed only reactively planned for replacement after senior leader exited office. Succession management program is an effective tool which can be implemented in public sector to improve on quality of service (Leadership Academy, 2018).

In Ethiopia, a research study by Milky (2021), in Jimma town municipality on factors that affect public service quality found that, customers of municipal services complained directly and indirectly as services offered were below their expectation as it was recorded in annual administrative report (Jimma town municipality administration annual report of 2017 and 2018). The report included statements of customers expressing their dissatisfaction due to low quality of services offered in the municipality. Lack of succession management programmes was found to have a negative effect on delivery of

quality services. The study recommended formulation and implementation of succession management programmes so as to enhance delivery of quality service in public service.

Succession management programmes ensures continuity of organizations' goals and objectives by grooming capable successors. However, several factors affect the implementation of succession management programmes for example, lack of resources, lack of goodwill from top management, lack of skills in the required field, and political interference, according to Public Service Commission report on Human Resource Planning and Succession Management Strategy for the Public Service (PSC, 2017). Eshiteti et al., (2013) also mentioned several factors that challenge implementation of succession management programmes such as lack of employees' training programmes, lack of effective job rotation strategies, inadequate mentoring and coaching programmes.

Public service sector in Kenya stands to benefit greatly from succession management through creation of a pool of groomed individuals ready to assume key leadership positions. Succession management programmes enhance improved quality service delivery by sharpening skills and capabilities of current leaders and the candidates being prepared to take on leadership later on (Kosgei, 2015). Rotich & Kiiru (2021) stated that, succession management programmes led to high quality service since employees perceived that the organization engaged them on long term projection with prospects of scaling up the leadership ladder based on merit.

Article 1 (4) of the Constitution of Kenya, 2010 gave the governors role to appoint county ministers who forms the executive committee. The executive should consist of professionals with technical capability of heading and leading various ministries and department within the county administration (Constitution of Kenya, 2010). This mandate stems from Article 174 of the Constitution of Kenya, 2010, which makes the

governor chief county executive for a period of five years, limited for two terms in office. It means when there is administration transition it results in the changing of several or all members of the executive team making it impossible for a credible and comprehensive succession management plans to be implemented. Succession management programs are therefore poorly and rarely utilized in county governments in Kenya, particularly because the executive's fortunes are generally tied to the county administration of the day.

Muthini (2019) on his research on challenges that affected effectively implementing succession management plans in civil service in Kenya found that, succession management was only found in letter and there were no clearly defined staff succession management strategies such as leaders' development policy, management training policy and mentorship programmes. The situation was made worse by severe shortage of critical skills, an ageing workforce and lack of political good will. An effective succession management programme can have a significant influence on the ensuring quality of leadership, the capabilities of the management and improved service delivery and quality in government institutions (Rothwell, 2016). Successful implementation of robust succession management plans through effective and inclusive succession management program can ensure sustainability and effective delivery of public services.

In Kenya, Lesasuiyan & Merecia (2023) did a research on training as a succession management tool and its effect on performance of National Police Service. The results from that research found out that, leaders training was a proactive approach that influenced succession management in NPS through identifying, developing, and retaining talented employees. Succession management program ensures that the successor is well conversant with the responsibilities and expectations of the leadership positions. In public service sector, succession management programmes are aimed to take a proactive

approach to have smooth leadership transition and ensuring organization maintain efficient and effectiveness in delivery of quality service. Absence of succession management programmes have proved detrimental to organizations processes and productivity and leaders training programs were perceived as an important for succession management. This was because individuals acquired skills, knowledge and competencies required for their current and future roles within the organization (Muthini, 2019).

### **1.1.1 Quality of Public Services in Meru County**

The history of administration and governance in Kenya took a new paradigm shift when the 2010 Constitution was promulgated. The new constitution brought with it devolution where national government powers and responsibilities were devolved to the established forty-seven county governments. Among counties created is county number twelve; Meru County and since its inception has had three different governors. The two former governors served for one term and were not re-elected into the office during general elections. Currently, Meru County is led by a female governor who is among the seven female governors elected to the office in 2022 general elections. In her first two years in office, the Meru governor has survived two impeachments proceeding against her.

According to 2019 Kenya population and housing census survey Meru County has an estimated population of more than 1,545,741 residents. During the heated impeachment duration, public services in Meru suffered greatly such as health care, social welfare, among other developmental projects due to lack of oversight and funding: Ntoiti & Makau (2022) studied about strategy implementation and performance of Meru County found that, performance and service delivery in Meru County government was not effective neither were services satisfactory. The study areas were organizational culture, leadership, resource allocation and organizational structure. Meru county government

had many well formulated strategies including county 2022- 2027 succession management plan besides the county integrated development plan developed by all counties. It is worth noting that, the integrated development plans act as a roadmap for five years.

This study used SERVQUAL model to assess the quality of services in the county government of Meru as recommended by Parasuraman et al. (1994), cited by Milky (2021). Parasuraman et al. (1994), recommended SERVQUAL a service quality model to measure how a product meets customers' expectations. According to the model, service quality measures the extent to which customers' expectation and perception are satisfied. Reliability, responsiveness, assurance, empathy, and tangibles are the five dimensions on quality of service according to SERVQUAL model (Milky, 2021; Oladepo & Abimbola, 2014). According to Ramanathan et al. (2018), SERVQUAL model helps in evaluating service effectiveness in public service context thereby ensuring that the services are user-centred. Nedeljko et al. (2019), framed that, services reliability, assurance, tangibility empathy and responsiveness are quality service measurement for the service providers. Therefore, quality of Public Services in Meru County according to Ramanathan et al. (2018) and Nedeljko et al. (2019) were evaluated in terms of services reliability, assurance, tangibility, empathy and responsiveness of the service provider

The succession management strategies are well detailed and formulated tackling every area of socio-economic sector, but the only deficiency is the implementation part (Leadership Academy, 2018). Succession management programmes should therefore be tailored to train leaders to learn how to analyze situations effectively, make informed decisions, and solve problems efficiently. Quality of service could be directly impacted as managers are better prepared to address issues promptly and make decisions that

enhance service delivery. In addition, effective succession management programmes are crucial in managing both customer expectations and the delivery of quality services.

Lack of proper implementation of succession management planning has negatively impacted quality of service in the county government of Meru (Ntoiti & Makau, 2022). The Transition to Devolved Governments Act of 2012 mandated that county governments assume the duties, resources, liabilities, and personnel of the former local authorities following the general election on March 4, 2013. However, Meru Central and Nyambene County Councils, as well as the former Meru and Maua Municipal Councils, were not taken over by the Meru County government, according to the Auditor General's June 2014 report [special audit report on the operation of Meru County government and the four (4) former councils for the period 1 January to 30 June 2013] This failure to take over functions was attributed to poor succession management planning (ibid). Succession management program is an effective tool which can be implemented in public sector to improve on quality of service (Leadership Academy, 2018).

## **1.2 Statement of the Problem**

Devolved governments are tasked with the responsibilities of delivering various public services to their jurisdictions bringing services closer to the wananchi (citizens). For devolved units to deliver quality services and function optimally, robust mechanisms ought to be in place to ensure smooth and seamless succession management. Kenya public service report on human resource planning and succession management strategy (2017) pointed the importance of succession management on levels of both the national government and county governments to ensure continuity of quality service delivery. Nevertheless, the implementation of succession management strategies is mainly

theoretical and not based on human resource management programmes like leaders' development, management training, job rotation and mentorship.

According to a Kenya public service report on human resource planning and succession management strategy (2017), both national and county governments are faced with succession management challenges which are manifested in scarcity of relevant skills, knowledge and competences. Also highlighted was the mismatch of skills and jobs in higher levels of management. The pointed challenges have mainly persisted due to lack of effective implementation of succession management programmes and the resultant effect is that the government is unable to deliver services at optimal levels. The minimal strategies laid to implement succession management programmes in the public service in Kenya both at national and county governments, these efforts lack comprehensiveness and integration and as a result the desired outcomes has not been realized fully since they are fragmented strategies which are reactive in nature due to lack of senior management support among other factors.

County government of Meru is expected to provide quality services to 1,545,741 residents according to 2019 Kenya population and housing census survey. Reforms addressing provision of quality service delivery are fundamental for successful implementation of programmes touching socio-economical and socio-political development policies which are responsive, efficient and effective. However, public services have been plagued with inefficiency and unresponsive services which leaves their customers grumbling. The performance of county governments including the county government of Meru were rated below average in provision of quality services according to Ntoiti & Makau (2022).

Several research studies have been done in public sector Kenya in regard to succession management. Rotich & Kiiru (2021) identified gaps in delivery of services in Kenyan

public sector some arose from lack of succession management programmes leading to service disruption. The PSC (2017) confirmed the lack of implementation of succession management plans despite having career progression guidelines for different public sector departments and ministries. Kimeli & Koros (2021) cited inadequate mechanisms to address human resource planning concerns particularly regarding the succession management in the public sector. However, none the study has was found to have been done on implementation of succession management programmes and its influence on quality of service in county government of Meru. In response to this gap, the current study assessed the influence of implementation of succession management programmes such as management training programmes, employees` mentorship programmes, job rotation programmes and leadership development programmes on the quality of services.

### **1.3 Purpose of the study**

The purpose of the study was to assess the implementation of succession management programmes on quality of service in county government of Meru, Kenya.

### **1.4 Objectives of the Study**

- i. To assess the influence of management training programmes on the quality of service in the County Government of Meru
- ii. To investigate the effect of employees` mentorship programmes on quality of service in the County Government of Meru
- iii. To examine the influence job rotation programmes on the quality service in the County Government of Meru
- iv. To assess the influence of leadership development programmes on the quality of service in the County Government of Meru

### **1.5 Research hypothesis**

**H<sub>01</sub>:** There is no relationship between management training programmes and quality of service in the County Government of Meru.

**H<sub>02</sub>:** Employees' mentorship programmes have no effects on quality of service in the County Government of Meru.

**H<sub>03</sub>:** There is no effect of job rotation on the quality of service in the County Government of Meru.

**H<sub>04</sub>:** Leadership development programmes have no effect on quality of service in the County Government of Meru.

### **1.6 Significance of the Study**

The study findings may be useful to various sectors as follows: to the legislators and other policy makers the findings may help identify policy gaps that need to be addressed. The findings of the study may also inform new succession management strategies in public service in addition to those in place. To the academic body and scholars, the finding of this study will add to the vast body of knowledge concerning the relationship between implementation of succession management programmes and service delivery in Kenyan public sector. And lastly to civil servants, the findings may help bolster existing structures and methodologies in public service delivery to ensure quality of service.

### **1.7 Scope of the Study**

This study assessed the implementation of succession management programmes on quality of service. The research was undertaken in the County Government of Meru. There are many aspects that can affect quality of service one being implementation of succession programmes; however, this study looked into management training

programmes, job rotation, mentorship programmes and leadership development programmes.

### **1.8 Limitations of the Study**

Mugenda and Mugenda (2012) pointed out that; limitations in research study are the conditions that may restrict successful accomplishment of the study and their application to other situations beyond the control of the researcher. In this study, majority of respondents had tight work schedules which could hinder them from responding to the questionnaires on time. To mitigate this, the researcher used drop and pick method to administer questionnaire to give respondents ample time to answer the questions. However, the researcher was limited by unanswered questionnaires and cancelled appointments. To minimise this effect, the researcher gave respondents ample time possibly a week before collecting the filled questionnaires.

### **1.9 Delimitations of the Study**

Mugenda & Mugenda (2012) framed the delimitations as the boundaries set for the study. This study sought to assess the implementation of succession management programmes on quality of public service in county government of Meru. There are many factors that influenced and affected the quality of service, but this study focused on implementation of management training programmes, employees' mentorship programmes, job rotation and leadership development programmes.

### **1.10 Assumption of the study**

The study assumed that data from primary and secondary sources was in abundance to make the study as comprehensive as possible. The researcher assumed that respondents were truthful in their responses and that the data provided was factual and accurate. The

researcher assumed that respondents answered questionnaires on time to facilitate seamless flow while carrying out the research project.

### 1.11 Operational definition of key terms

**Development:** Development is a broad, ongoing, multifaceted set of activities aimed at raising someone or an organization to another threshold of performance, often to perform some job or a new role in the future

**Employee Talent Development:** This term is used in the study to refer to organization measured plans by which the management involve, ascertain, develop, and motivate employees' abilities, knowledge, and attitudes.

**Job rotation:** Job rotation is a human resource management strategy where employees are rotated between two or more jobs on a regular basis within an organization. The purpose of this process is to expose employees to different experiences and wider aspects of an organization.

**Leadership Development Programmes:** Processes tailored to empower leaders to carry out their duties in providing services through experience, including various behavioral and roles relating to performance that are acquired through providing experience

<b>Management Training Programmes:</b>	Programmes that are designed to equip managers with the skills, knowledge, and competencies necessary to effectively lead their teams and manage resources.
<b>Mentorship Programmes:</b>	A contextual setup where the relationship of a more experienced and knowledgeable person imparts knowledge and skills to less knowledgeable person to help an individual develop both psychologically and professionally through role modelling, guidance and counselling, and professional networks.
<b>Quality Service:</b>	The degree and the variance between clients' perception and expectation being met and to what extent the service meets the expectations of clients
<b>Succession Management:</b>	It is a continuous strategic process where organizations identify, train, develop and secure talent to build a pipeline of leaders who will ensure continuity of organization mission when critical leadership positions fall vacant.
<b>Training:</b>	Training is a systematic, organized process that improves a person's competency, knowledge, and skill—all of which are necessary for performing their work effectively.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

In this chapter the researcher discussed in detail the literature that existed in relation to the study. The chapter covered empirical literature review, theoretical review, conceptual framework and theoretical framework as pertains to the area of the study. The empirical review discussed management training programmes, employees' mentorship programmes, job rotation and leadership development programmes and how their implementation affected quality of service in the county government of Meru.

#### **2.2 Empirical Literature**

This section presented empirical studies in line with the research objectives focusing how implementation of management training programmes, mentorship programmes, job rotation, and leadership development programmes in succession management influenced the quality of services. The researcher reviewed published papers, articles and websites for literature that was related to the research topic to reveal any research gaps.

##### **2.2.1 Management Training Programmes on Quality of Service**

The relationship between management training programmes and the quality of service is significant and multifaceted. According to Leigh (2018), management training programmes are designed to equip managers with the skills, knowledge, and competencies necessary to effectively lead their teams and manage resources. When executed well, these programmes can lead to substantial increase in the quality of service provided by an organization. Some management training programmes specifically address customer service strategies, including how to understand and meet customer needs, manage customer relationships, and handle complaints. Managers equipped with

this knowledge can implement practices that directly improve the quality of service, ensuring that customer satisfaction is a key priority (Nekesa, 2013).

According to Public Service Commission of Kenya (2017), the capacity of those in leadership positions and their successors in Ministries, Departments, Agencies, and Counties is facilitated by management training programs. However, there aren't enough leadership development programmes in the Kenyan public service to prepare officers for positions of responsibility. Counties, Ministries, Departments, and Agencies have also seen a decrease in funding for capacity building and training. As a result, many public sector organizations have been forced to hire employees on short-term contracts, keep employees past retirement age, or hire consulting services thereby greatly affecting quality of service when incumbent leaves according to PSC report on human resource planning and succession management strategy (2017).

Mpofu and Kendrick (2018) investigated employee training and development as a means of enhancing the provision of basic services; the study focused on selected South African municipalities, and its goals were to find out how employee development and quality impacted service delivery. Data from 150 municipality employees was gathered, and the analysis's findings showed that in order to improve employee performance and, consequently, the delivery of essential services to the communities, efficient systems and procedures for employee training and development were required. According to Mpofu and Kendrick's (2018) study findings, effective staff development and training programmes raises the employee performance, which consecutively raises the quality of services provided to the municipality's customers. This study was conducted in South Africa and had different variables therefore it cannot be replicated due to difference in geographical and operational variable measurements as in the current study.

Rochelle (2022) examined the training and development model for service point employees' in South Africa city of Tshwane municipality: The study focused on the competencies, skills, attitudes, knowledge and behaviours that workers of public institutions should hold in order to be effective in the county government setting while offering services daily to the citizens. Rochelle (2022) used an open-ended qualitative questionnaire to gather data from 77 customer care consultants in 22 walk-in centres spread across the seven regions of the City of Tshwane Metropolitan Municipality. By equipping them with the necessary information, abilities, competences, behaviors, and attitudes to become professional customer care consultants at the City of Tshwane, the customer care consultants knew that training improved their customer service. This allowed them to serve customers more effectively and with greater professionalism, according to an analysis of the data. Therefore, training municipal frontline employees can raise the quality of service provided by the City of Tshwane.

Oyelude, (2023) did a study on navigating the efficacy gap through an exploration of training programmes and service delivery challenges in Nigeria's public service. The study established a nexus between leaders training programmes and competence in delivering services of higher quality in public service. Using qualitative research design to analyze data collected through interview and document analysis from various government ministries and departments, the study found leaders training programmes contributed positively to quality of service delivery in public service. The study recommended tailor made training programmes through needs assessment of various government departments and formulate policy framework making leaders training programmes mandatory. This study was done in Nigeria and therefore it cannot be generalized as the current study is being conducted in Kenya in the decentralized county government of Meru.

Nwaigbo & Onyeoziri (2023) did a research study on staff development programmes and service delivery in public libraries in Nigeria Imo state public library. The adopted correlation research design sampled 42 library staff through census technique. Pearson correlation coefficient aided in analyzing the collected data. The study results established strong positive relationship between leaders' development programmes and delivery quality of service ( $r = 0.947$ ). In-service leaders training programmes were found to have positive impact on service delivery to a higher extent ( $r^2 = 0.743$ ). The management training programmes imparted leaders with necessary skills, aptitude and attitude toward leadership responsibilities.

Yimam (2022), conducted a study in Ethiopia exploring the effects of employee training on performance, utilizing a sample of Bahir Dar University administrative staff. Questionnaires were distributed to 316 respondents as primary data collection tool. The study aimed at assessing the impact of training programmes on performances and quality service delivery. The study established strong positive relationship between management training programmes and employee performance which ultimately increased quality of service ( $r = 0.683$ ,  $p < 0.01$ ). Yimam (2022) concluded that, management training programmes play a critical role that enhances quality of the service by arming managers with skills, knowledge, plus a mind-set to lead their teams effectively, prioritize customer satisfaction, and drive continuous improvement. Service providing organizations implement management training initiatives as part of their succession strategies to ensure the on-going provision of top-tier services in the future (Yimam, 2022).

In Kenya, Wangui (2021) research study on effect of job training and performance of county administrators at the county government of Nyeri. The study targeted 269 senior and middle level county administrators. The results of that study found training on

technical skills to have positive and great significant effects on job performance of county administrators with correlation coefficient ( $R = 0.909$ ). Further the study found that, training on attitude change positively influenced job performance of administrators significantly with adjusted R squared values of 0.815. The study recommended management training programs should be formatted as to encourage behaviour change, improve technical skills and enhance competence and ethical conduct among leaders. This study was on job training on performance in Nyeri county government while the current study is on management training on quality of services Meru county government.

### **2.2.2 Mentorship Programmes on Quality of Service**

Mentorship process is better defined in a contextual setup where the relationship of a more experienced and knowledgeable person imparts knowledge and skills to less knowledgeable person. Mentorship relationship helps an individual to develop both psychologically and professionally through role modelling, guidance and counselling, professional networks among other benefits derived from mentorship programmes (Hilali, Mughairi, Kian, & Karim 2020). It is expected that, the mentee will reciprocate mentors' skills and to a greater extent, ability to carry out tasks of the mentor effectively.

Mentorship helps in the transfer of organizational values and standards from one generation of employees to another (Leadership Academy, 2018). This cultural continuity is essential in maintaining a consistent level of service quality, as it ensures that all employees, regardless of their tenure, understand the importance of service excellence and are aligned with the organization's goals. According to Leadership Academy (2018), employees who participate in mentorship programmes often report higher job satisfaction. This is because mentorship can create a sense of belonging and recognition within the organization. Satisfied employees engaged their work enthusiastically and

were more probable to deliver high-quality service to customers, as they are motivated and therefore contributed to the success of the organization (Davidson & Hughes, 2019).

According to Theeboom & van Vianen (2020), mentorship enhances and encourages team members with renewed zeal to attain common goals and in the process support the growth of both the individuals and that of the organization. Effective mentorship programmes foster interpersonal relationships which in turn influences service delivery (Dawson, 2019). Mentors typically train their mentees on how to communicate effectively, both internally with colleagues and externally with customers. This can lead to improvements in service quality since the employees are well prepared to understand client needs and to communicate solutions effectively. This is so because, mentees typically gain confidence through mentorship programmes, as they have a supportive figure guiding them through challenges and celebrating their successes. This increased confidence can lead to employees taking initiative and being more proactive in resolving customer issues, directly influencing the quality of service (Dawson, 2019).

According to Davidson & Hughes (2019), mentorship can lead to lower employee turnover rates, which indirectly affects service quality positively. High turnover mostly leads to inconsistencies in delivering services and a loss of accumulated knowledge. By retaining more experienced employees through mentorship programmes, organizations can ensure a more consistent and higher quality service. Mentorship fosters an environment of learning and development, which can encourage employees to seek innovative solutions to improve service quality (Lochmiller, 2018). Experienced mentors can guide their mentees in implementing continuous improvement practices, leading to a culture that constantly strives for excellence in service.

In Asia, Afzal and Adil (2021) researched on the influence of mentoring on employee performance in community world service Asia, found that coaching programmes were used for knowledge transfer, career guide and skills development and that, enhanced mentoring ultimately enhanced quality of service through improved individual employee performance (adjusted R square value of .571). In this research study seven hundred respondents were engaged, and data analyzed using Univariate and multiple regression analysis. Findings from the study showed that, successful mentorship programmes depended on knowledge sharing, career progression guidance and employees' relationship ( $r = 0.762$ ). In conclusion, the study alluded that, mentorship programmes had significant effect on quality of service as employees' skills were sharpened in the community world service Asia. This study was done in Asia while the current study is conducted in Kenya therefore it cannot be generalized.

Sjarifudin (2023) did a literature review on mentoring and coaching programmes to improve performance management from print sources that is, articles, journals and research papers among other print and non-print literature sources like e-journals and websites. The review found mentorship programmes to be effective in improving quality of service delivery as the individuals mentored developed skills, got guidance on areas of improvement as well as setting goals. Hilali et al., (2020) agrees with Sjarifudin (2023) by stating that, mentorship programmes are integral part of employees' professional development as they significantly improve competence, specific set of skills, and interpersonal skills which are necessary ingredients for quality of service.

In Nigeria, Sanjo and Olatunji, (2020) did a study using cross sectional research method on the impact of mentorship on performance of service industry employees in Nigeria. The research results projected that, exposure, counselling and role modelling positively

influenced employee performance in service industry thereby impacting on the quality of service. Questionnaires were employed to collect primary data which analyzed through multiple regression methods and descriptive statistics. Mentorship was tested in terms of exposure, counselling and role modelling. The study found that exposure and counselling had a weak relationship to performance ( $R=.267$ ,  $R^2 = .072$ ,  $N = 233$ ;  $P < .01$ ) and ( $R=.278$ ,  $R^2= .077$ ,  $N= 233$ ,  $P < .01$ ) respectively. The study stated that, mentorship accelerated mentee learning process and that mentee skills were enhanced and sharpened thereby empowering them for quality service delivery through personalized guidance which rapidly enabled mentees develop highly specialized skills. Skills acquired through mentorship programmes were technical, problem solving and peoples' skills like communication skills and interpersonal relationships which are fundamental in management and critical in quality of service delivered. This study was done in Nigeria while the current study is conducted in Kenya therefore it cannot be generalized.

In Kenya, a study by Wanjohi et al. (2023) examined how office administrators in the Ministry of Interior and Coordination of National Government delivered services in relation to mentorship strategies. Study respondents included office administrators, sub county commissioners and county commissioners who are representative of the executive arm of government in county regional levels. According to the study results, mentorship had strong positive correlation on administration and influenced quality of service delivery (R squared of 0.636). Further, the study found positive impact of mentorship strategy which significantly affected the quality of service ( $= 0.739$ ,  $p$  value 0.05). Mentorship helps build rapport between superiors and their juniors. Officers in higher capacity can trust their staff with challenging tasks thus giving those learning opportunities and chances to build their capacity. The study cannot be generalized

because it was done on national government while the current study was conducted on county government.

Moi (2022) did a research study on Mentorship as a leadership model elaborating the analysis of authentic mentor-mentee relationship. The study established that, well-implemented mentorship programmes can significantly enhance the quality of service in an organization by developing skilled, confident, and engaged employees who are committed to service excellence. For mentorship programmes to effectively impact service quality, they should be well-structured by defining clear objectives, roles, and expectations; inclusive and accessible that is, allowing everyone to have an opportunity to participate, regardless of their role or level within the organization (Moi, 2022). The researcher recommended regular feedback and adjustment to the mentorship programs to ensure that, mentorship programs meet its objectives and continues to improve over time as this would facilitate supportive of on-going learning through encouraging both mentors and mentees to view the relationship as a two-way learning opportunity (Moi, 2022).

### **2.2.3 Job Rotation on Quality of Service**

According to Armstrong (2014), job rotation is strategy employed in managing human resource wherein workers are rotated between two or more positions within an organization on a regular basis. The purpose of this process is to expose employees to different experiences and wider aspects of an organization, aiming to fulfil several objectives such as assisting employees gain new skills and increase interest at work. Job rotation is a widely employed organizational strategy to raise employee productivity and encourage commitment to assigned tasks, particularly in the industrial sectors. Changing the context of job duties facilitates employees' transition to new roles and helps them in future assignments, thus job rotation is a crucial tool in succession management. Job

rotation develops employees who can perform variety of tasks enabling organizations to respond flexibly to workforce absences, changes in demand, or other operational needs.

Malinski (2022) defined job rotation as the coordinated progression of an employee commencing with one department and moving on to the next in the same organization at a predetermined interval. According to Zin, Mohammad, and Subramanian (2019), job rotation is the distinction made by employees when they are moved between various areas of responsibility in an effort to increase their level of engagement with their work. It is based on the sporadic switching of workers assigned role one to another, where every role involves diverse dedication, knowledge, and experience (Bassi, 2019).

Employees are the fundamental elements that determine the growth of an organization. According to Stanton and Nankervis (2019), the nature of service relies upon the nature of individuals. This condition implies that astounding employee skills derived from job rotation influences the accomplishment of organization quest for delivery of quality services. Job rotation enhances the employees' ability to acquire necessary competencies to run the course of the organization through skills and experiences harnessed which directly impact the quality of services offered by the institution.

In India Vellore District, the impact of job rotation practices on workers' performance, in addition focusing on the effect of human factor and motivation in service delivery, was studied by Ravikumar, Mohan, and Ram (2020). Impact of job rotation was measured in term of employee motivation, human factor and performance. The study used purposive sampling to administer questionnaires to 402 participants. The study established that, job rotation helped the employees and employers build better relationship which yielded to better quality services. Statista research department in India (2020) in agreement observed that, job rotation enabled the employees to grow extensive range of skills as

employees are exposed to different functions, tasks, and responsibilities, enhancing their versatility and adaptability in their quest to deliver quality services. This study was conducted in India and had different variables therefore it cannot be generalized due to difference in geographical and operational variable measurements as in the current study.

In Colombo Sri Lanka, Deyshappriya (2020) conducted a study to determine how job rotation policies affect workers' performance on the job in terms of service delivery in public and private licensed commercial banks. Job rotation, staff performance, and service quality were found to be positively correlated ( $r^2 = 0.712$ ). Accordingly, the study showed significant positive relationship between job rotation and quality of banking services  $r$  of 0.941 (Deyshappriya, 2020). When employees are rotated, it is expected that they will be able to learn the work within the scope of the same organization, both skills, and competencies so as to boost the productivity of the organization. Job rotation is division of labour where different tasks or roles are assigned within a unit for time set in order to increase employees' ability, knowledge, skills and competences, to deliver toward organization's current and future plans. This study was done in Colombo while the current study is conducted in Kenya therefore it cannot be generalized.

In Iraq, Younus (2024) conducted a research study to assess how quality of services improved as a result of job rotation at Al-Sadr Teaching Hospital in Najaf Al-Ashraf. The study purpose was to ascertain the extent to which job rotation influenced the service quality. The results from 85 sampled participants showed that, when job rotation was embedded in an organization culture, it led to improvement in quality of services. This can be attributed to the fact that, job rotation can vary greatly in terms of duration, roles, and the objectives it seeks to achieve depending on the organization's size, culture, and the specific demands of the industry in which it operates. The study found quality of

services were significantly impacted by job rotation rate of (94.4%). As employees move across departments, they build networks and learn to work with a diverse range of people, which can enhance teamwork and collaboration across the organization (Younus, 2024). This study was conducted in India and had different variables therefore it cannot be generalized due to difference in geographical and operational variable measurements as in the current study.

In Germany, Kampkötter, Harbring & Sliwka (2016) researched how job rotation influenced staff performance in service delivery. The research targeted over 40 financial institutions where a population of 15,000 respondents participated. The study found job rotation increased the performance of high performers (93.445%) but led to the isolation of low performers at (47%). However, the researchers established that, job rotation had an effect on the quality of services in the organizations as employees anticipated to do their best before being shifted to the next department/ role. This study was conducted in Germany and had different variables therefore it cannot be generalized due to difference in geographical and operational variable measurements as in the current study.

In Egypt, Al-Romeedy (2019), examined how organizational behavior played a moderating part between job rotation and employees' performance. 788 workers from travel agencies' tourism and aviation divisions took part in the research. The researcher looked into job rotation and motivation, satisfaction, commitment, burn out and performance as organizational behaviour tenets. Regression-based partial least squares structural equation modelling method was used to analyze questionnaires. The study observed that, job rotation increased employee commitment and reduced job burnout. Job rotation also improved employee satisfaction, motivation and involvement in service delivery (Al-Romeedy, 2019).

Cherotich, Rop & Bet (2021) study conducted in level-four hospitals in the South Rift region of Kenya examined the relationship between job rotation and employee performance. The results indicated a moderate relationship ( $R = 0.506$ ,  $\beta_1 = 0.406$ ,  $R^2 = 0.256$ ,  $p < 0.05$ ). The study employed correlational and survey design and had a sample size of 249 participants. The researchers concluded that, job rotation helped in breaking the monotony of routine jobs, keeping employees motivated and engaged. Job rotation fosters a better understanding of various functions within the organization, promoting a holistic view of how different parts interconnect and contribute to the overall objectives (Carrasco-Hernández, 2018). This study cannot be generalized because the variables were job rotation on performance while the current study is job rotation on quality of service in the county government of Meru.

#### **2.2.4 Leadership Development Programmes on Quality of Service**

Leadership development programmes play a pivotal role in enhancing the quality of service in organizations across various industries. These programmes are designed to hone the skills and competencies of leaders, enabling them to manage their teams more effectively, foster innovation, and drive organizational success. Leadership development programmes can enhance the quality of service in diverse markets by ensuring that services are respectful, inclusive, and tailored to the needs of different customer groups. The impact of leadership development programmes on service quality is significant and multifaceted. Through investing in the leadership development of their staff, organizations can cultivate a culture that values innovation, excellence in service delivery, and continuous improvement.

Leadership development programmes are processes and mechanisms designed to develop the leader's potential within an organization (Day & Michelle, 2011). Lally & Fynes

(2016), defined leadership development programmes as the process which organizations train, coach, and mentor staff members to carry out their duties in providing services through experience, including various behavioral and performance-related roles anticipated of leadership cohorts. Organizations employ leadership development programmes so as to improve service delivery outcomes, (MSH, 2010).

In Czech Republic, Urbancová, Vrabcová, Hudáková, & Petrů (2021) did a study on effective training evaluation focusing on the factors that influenced how the evaluation of employee training and development was effective. 207 organizations were sampled to participate in the study and questionnaires were administered as data collection instruments. The researcher studied employee training and development programmes measuring on knowledge and mastery of certain organization operations. The study established that, leadership development programmes were effective methods and positively impacted the quality of service. Effective leadership development programmes were found to be to streamline operations, eliminate inefficiencies, and optimize resources. This not only reduces costs but also improves the speed and quality of service delivery (Urbancová et al., 2021). This study was conducted in Czech Republic and had different variables therefore it cannot be generalized due to difference in geographical and operational variable measurements as in the current study.

In Ethiopia Berhanu (2023) did a study examining how the relation between staff development and performance were affected job satisfaction. The purpose was to assess the leadership development programmes and job performance. Using correlational research design, the results established relationship that was positive between leadership development programmes and job performance ( $r=0.799$ ,  $p \text{ value}=0.016$ ). Questionnaires and interviews were used to collect data from 351 participants. The study further found

strong positive relationship between leadership development programmes and quality of service (adjusted R1square of 0.742). Benington & Hartley (2019) concurs that, leadership development programmes typically cover aspects of crisis management and resilience. Leaders who are adept at navigating challenges can maintain or quickly restore high levels of service during and after crises, ensuring continuity and reliability.

Kosgei (2015) conducted research at Kenyatta National Hospital on the impact of leadership development programs on service delivery. The primary goals of the study were to categorize leadership development techniques and determine how these techniques affect the provision of services. The study collected data from 60 participants across different departments and level of management. The result of the study showed that, leadership development programmes led to improvement, efficiency and effectiveness in service delivery rated at (69.5%). There was a turnaround improvement in service delivery points which was attributed to leadership development programmes (56.7%). The study concluded that, leadership development programmes positively influenced quality of service delivery as it was evident on customer satisfaction rating.

Kimeli & Koros (2021) researched in Kenya on how succession planning affected county government employees' performance. The study assessed impact of career development planning, human resource planning and selection on employee performance. Questionnaire as the data collection instrument was distributed to 14 executive officers and 57 middle-level managers in the County Government of Baringo. Anchoring on Scharmer's U-Theory, the study established that, through leadership development programmes, leaders learnt to communicate more effectively with their teams, as well as with clients and stakeholders. This led to better understanding of customer needs, clearer expectations, and more cohesive team efforts. Leaders play a critical role in influencing

the engagement levels of their teams. Leadership development programmes that emphasize motivational techniques, emotional intelligence, and team building can empower leaders to inspire their teams, reduce turnover, and boost overall productivity and improve quality of service. The variables in this study was career development on employee performance while the current study variable was leadership development programmes on quality of service.

### **2.2.5 Quality of Service**

Quality service can be said to be the degree and the variance between clients' perception and expectation being met and to what extent the service meets the expectations of clients (Oladepo & Abimbola, 2014). Quality service delivery is the foundation of every organization whether it is profit making, charitable or government. Osei (2012) stated that the common denominator in all organizations, private or public, large firms or small firms is the ability to give quality service while meeting the current and future needs of their clients within and outside their precincts. Rony et al, (2021) stated that, service as a product consumed concurrently by clients receiving repurchases and referrals from customers is mostly dependent on providing good service.

Globally and especially in Kenyan context, public service is the largest service provider by default therefore provision of quality services and continuous improvement on quality is great gain to tens of millions who rely on public services entirely. In economic field, public goods are regarded as the services that government provides for its citizens though private sector can still provide similar services. They include basic services such as health care, education, social welfare safety nets, roads, sanitation among many others. The provision of these services impact millions of Kenyans who queue daily in government offices and facilities seeking to be served but regrettably there has been complains of

inept public servants, broken public systems laden with inefficiency which cannot deliver services of desirable quality in various County departments, (Kaimenyi, 2020).

This study aligned to SERVQUAL model as recommended by Parasuraman et al. (1994), cited by Milky (2021). Parasuraman et al. (1994), recommended SERVQUAL a service quality model to measure how a product meets customers' expectations. According to the model, service quality measures the extent to which customers' expectation and perception are satisfied. Reliability, responsiveness, assurance, empathy, and tangibles are the five dimensions on quality of service according to SERVQUAL model (Milky, 2021; Oladepo & Abimbola, 2014). According to the model, clients confirms the quality of the service when his/ her expectation are met/ satisfied but disconfirms the service when the expectations are not met/ satisfied.

### **2.3 Theoretical Review**

According to Gabriel (2000), research concept is supported by relevant theories which explain how succession management programs can affect quality of service in a service delivering organization. It offers hypotheses that clarify why the independent and dependent variables are related to one another. (Richard, 2013). Talent-based theory and Total Quality Management theory forms the theoretical framework that this study was anchored upon.

#### **2.3.1 Talent Based Theory (TBT)**

Talent-based theory, often referred to as talent theory or talent-based management, is a concept within organizational psychology and management theory that focuses on identifying, nurturing, and leveraging the unique abilities and strengths of individuals within an organization. This theory is based on the idea that individuals possess innate

talents or strengths that can be cultivated and utilized to enhance their skills through training and development programmes which positively impact the quality of service delivery. According to Rabbi (2015), talent-based theory can be applied in succession management planning as it recognizes that individuals possess unique abilities and strengths, and by effectively identifying, nurturing, and leveraging these talents organizations can improve employee engagement, performance, and ultimately prepare them for organizational continuity.

According to Jiang & Lepak (2012), talent-based theory is a useful tool in identifying from a pool of candidates, leaders who should be groomed in succession management plans. This is because TBT emphasizes the importance of identifying the specific talents and strengths of individuals within an organization and how to enhance them in service delivery. Talent identification involves assessment tools, such as personality assessments, skills inventories, or performance evaluations which are used to identify areas of strength and potential area for leaders' development. Once leaders are identified, it is the role of the organization to develop them through management training programmes, coaching and mentorship and interdepartmental job rotations (Jiang & Lepak, 2012).

TBT in this study advocated for aligning individuals' talents with their roles within the organization that is skill matching to ensure continuous offering of quality services. This meant assigning tasks and responsibilities that leverage their strengths and abilities, which can lead to higher levels of delivery of quality service. In this study, TBT is well fitted since it advocates and emphasizes the importance of succession management and planning, which involves identifying, training and grooming high-potential individuals for current and future leadership roles within the organization. This ensures continuity and stability in leadership positions and helps to prevent leadership gaps. Though TBT

position individuals for succession, it does not include quality of service delivery necessitating including total quality management theory.

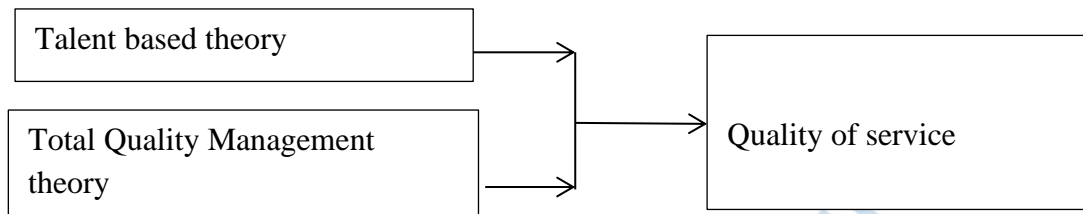
### **2.3.2 Total Quality Management Theory**

Shewhart, Deming, Juran, and Feigenbaum (1961) proposed the concept of Total Quality Management (TQM). The goal of Total Quality Management (TQM) is to enhance the calibre of goods, services, and internal business procedures. It started in the 1950s and became very well-known in the 1980s and 1990s. Strong emphasis is placed by TQM on the engagement of all employees in the ongoing improvement of processes, products, and services so as to meet or exceed customers' expectation. According to TQM, quality of service can be improved through identification of areas for improvement, implementing changes, and monitoring results to make further enhancements. Daft and Marcic, (2006) frames that TQM features around quality and emphasizes on employees training programmes as they play a vital role in improvement of delivery of quality service which is the main dependent variable in this study.

Seymour (2012) posited the importance of total quality management as it encourages management training programmes and job rotation in an organization through systematic and structured cross-departmental role change to ensure that, leaders are acquainted with all departmental processes. This enhances quick problem solving, establishes clear objectives, implements standardized processes, and using data-driven methods for decision-making aiming at improving quality service delivery. In the context of succession management planning, TQM was applied in this study because when managers are well equipped through leadership development programmes, they can effectively enhance overall service delivery since managers who undergo training are

better equipped to manage their teams, understand customer needs, coordinate and motivate their teams and implement best practices in service delivery.

### Theoretical Framework

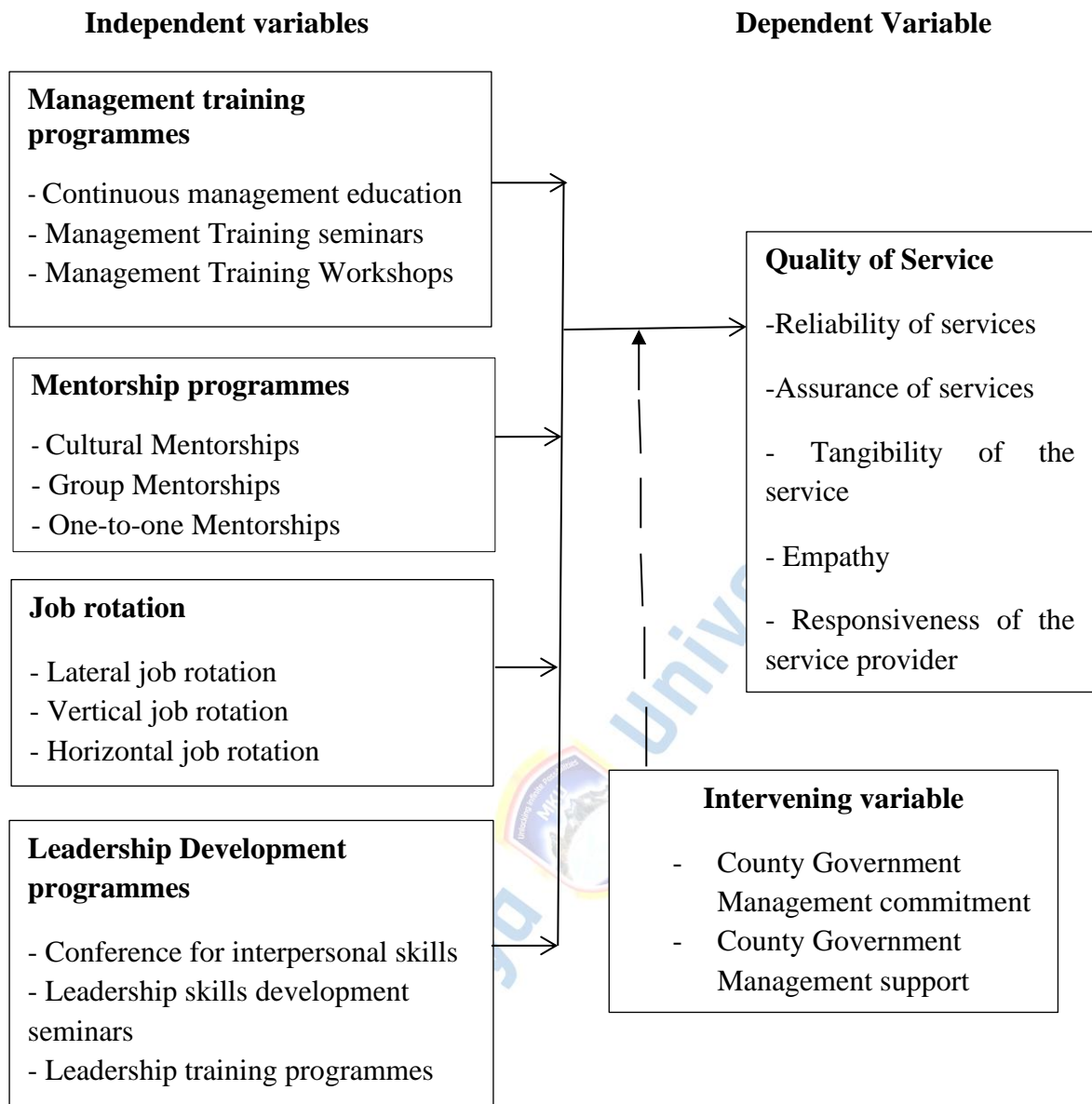


**Figure 1:** Theoretical Framework

Source: Researcher, 2024

### 2.4 Conceptual framework

A conceptual framework is a representation of ideas and objectives that guide the development and structure of a research project, theory, or approach (Kothari, 2014). Succession management programmes was the main independent variable, and it was defined by sub-independent variables namely: training programmes, mentorship programmes, job rotation and leadership development programmes. The dependent variable (Quality of service) was measured in terms of reliability of services, assurance of services, tangibility of the service, empathy and the responsiveness of the service provider. The intervening variable were the county government management commitment and support.



**Figure 2:** Conceptual framework

Source: Researcher, 2024

### 2.4.1 Management training programmes

County government constantly face new challenges, whether due to changes in technology, regulations, demographics, or community needs. Training programmes help employees stay updated on these changes and adapt their skills and approaches accordingly (Abdijabbar, 2023). This ensures that municipal services remain relevant and effective in addressing evolving citizen needs.

Management training programmes were measured by continuous management education, management training seminars and management training workshops. Employee training enhances service delivery; as such, it ought to be deliberate and carried out to address a particular need to advance the effectiveness of the institution, the individual, or the team. Management training programmes are meant to achieve various skills, aptitudes, proficiencies, behaviours and attitudes that drive the organisation to attain its vision and mission of delivering quality services to communities (Mirela, 2019).

#### **2.4.2 Mentorship programmes**

Mentorship helps to transfer of organizational values and standards from one generation of employees to another (Leadership Academy, 2018). Mentorship is essential in maintaining a consistent level of service quality, as it ensures that all employees, regardless of their tenure, understand the importance of service excellence and are aligned with the organization's goals. Mentee skills are enhanced and sharpened thereby empowering them for quality service deliveries through personalized guidance which rapidly enable the mentees develop highly specialized skills. Mentorship programmes is an effective tool for succession management since it is expected that, the mentee would reciprocate his/ her mentor skills and to greater extent, ability to carry out tasks of the mentor effectively. In this study mentorship programmes were measured with cultural mentorships, group mentorships and one-to-one mentorships.

#### **2.4.3 Job Rotation**

In public service, employees are often shifted/ transferred to other departments whenever need arises. The purpose of job rotation process is to expose employees to different experiences and wider aspects of an organization, aiming to fulfil several objectives. Job rotation is a frequently used strategy for assisting employees gain new skills and increase

interest at work. Changing the context of job duties facilitates employees' transition to new roles and helps them in future assignments, thus job rotation is a crucial tool in succession management. Job rotation develops employees who can perform a variety of tasks enabling organizations to respond more flexibly to workforce absences, changes in demand, or other operational needs. Rotation, therefore, is the division of labour into different tasks or roles within a unit responsible for time set to increase their ability, knowledge, skills and competences, to deliver toward organization's current and future plans. Job rotation can vary greatly in terms of duration, roles, and the objectives it seeks to achieve depending on the organization's size, culture, and the specific demands of the industry in which it operates (Younus, 2024).

#### **2.4.4 Leadership development programmes**

Leadership development programmes are the processes empowering leaders to carry out their duties in providing services through experience, including various behavioral and performance-related roles anticipated of experience providers. Organizations employ leadership development programmes to improve service delivery outcomes. Leadership development programmes are tailored to develop leaders' potential thus making them more effective in their leadership roles. By capitalizing in the growth of their leaders, institutions can foster a culture of continuous improvement, innovation, and excellence in service delivery (Benington & Hartley, 2019)

#### **2.4.5 County government management commitment and support**

County government management commitment and support is the intervening variable. The level of commitment and support at the management level, political good will and support in term of funding of training programmes, facilitating job rotation, creating mentorship environment and leadership development programmes will directly influence

the quality of service. When management withholds its commitment and support, other programmes tailored to uplift quality of service would be affected negatively.

#### **2.4.6 Quality of service**

Quality of service was the dependent variable in this study. There are many factors that influence and affect quality of service, but this study focused on implementation of management training programmes, employees' mentorship programmes, job rotation and leadership development programmes as independent variables. Quality service can be said to be the degree and the variance between clients' perception and expectation being met and to what extent the service meets the expectations of clients (Oladepo & Abimbola, 2014). In this study, SERVQUAL model was employed to assess the quality of service in the county government of Meru.

Quality service delivery is the foundation of every organization whether it is profit making, charitable or government. Ewuim & Nkomah (2016) stated that, by doing the right things customer service satisfaction can be measured by indicators like: time taken to give a service, quality of service provided and how it has been provided, for example timing and attitude. To sum it up, customers are the ones who validate effectiveness and quality of service. Quality of service can be enhanced through transparency and better coordination of public service practices and procedures

#### **2.5 Recap of literature review**

The researcher in this section briefly summarized the empirical literature reviewed. The empirical review discussed existing literature of research variables that are management training programmes, employees' mentorship programmes, job rotation and leadership development programmes and how their implementation affects delivery of quality services in the different fields especially public service.

### **2.5.1 Management training programmes**

Management training programmes are designed to equip managers with the skills, knowledge, and competencies necessary to effectively lead their teams and manage resources (Leigh, 2018). Some management training programmes specifically address customer service strategies, including how to understand and meet customer needs, manage customer relationships, and handle complaints. Managers equipped with this knowledge can implement practices that directly improve the quality of service. Management training programmes often focus on leadership skills, such as how to inspire and motivate employees in offering quality service. Managers who are effective leaders can elevate team performance, leading to higher service quality. They are better equipped to foster a positive work environment, set clear goals, and provide the support their teams need to excel in their roles (Rothwell, 2016). Training programmes often cover operational management, including workflow optimization, resource allocation, and quality control. Managers learn to streamline operations in a way that not only reduces costs but also improves speed and reliability, directly benefiting the customer experience.

### **2.5.2 Mentorship Programmes**

Mentorship helps in the transfer of organizational values and standards from one generation of employees to another (Leadership Academy, 2018). Continuity of mentorship programmes is essential in maintaining a consistent level of service quality, as it ensures that all employees, regardless of their tenure, understand the importance of service excellence and are aligned with the organization's goals. Mentors typically coach their mentees on how to communicate effectively, both internally with colleagues and externally with customers. This can lead to improvements in quality of services because employees are better equipped to understand customer needs and to communicate

solutions effectively. Mentorship programmes also fosters an environment of learning and development, which positively encourages the service providers to seek innovative solutions to improve delivery of quality services.

### **2.5.3 Job rotation**

Deyshappriya (2020) defined job rotation as the coordinated progression of an employee commencing with one department and moving on to the next in the same organization at a predetermined interval. Job rotation is the particular distinction made by employees when they are moved between various areas of responsibility in an effort to increase their level of engagement with their work. It is based on the sporadic switching of workers from one assigned task to another, where each task requires different dedication, knowledge, and experience.

### **2.5.4 Leadership Development Programmes**

Leadership development programmes play a pivotal role in enhancing the quality of service in organizations across various industries. These programmes are designed to hone the skills and competencies of leaders, enabling them to manage their teams more effectively, foster innovation, and drive organizational success. The impact of leadership development programmes on service quality is significant and multifaceted (Benington & Hartley, 2019). By investing in the development of their leaders, organizations can foster a culture of continuous improvement, innovation, and excellence in service delivery. The goal of leadership development programmes is to enhance the knowledge, abilities, competence, and attitude of human resources

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The research design, study site, target population, sample size, sampling technique, data collection, analysis, and presentation, validity and reliability of research instruments, and ethical considerations were the contents in this chapter.

#### **3.2 Research Design**

Research design according to Cooper & Schindler (2011), is a structured framework which set out the outline how the study is conducted and features for a research project or research program. The research design addresses study objectives and how the researcher achieved them by using data collection methods, interpretation and analysis. This study adopted descriptive research design. According to Kothari (2014), descriptive research design is effective in analyzing data for it enables observation of phenomenon in their natural settings. Descriptive research design is best fit in integrating qualitative and quantitative data collection methods (Kothari, 2014). Cooper & Schindler (2011) stated that, descriptive statistics is carried out in order to achieve variety of objectives, including describing the characteristics of particular group, ascertaining perceptions, determining the degree of association between these variables and ultimately formulating specific predictions.

#### **3.3 Location of the study**

This research project was conducted in county of Meru covering the geographical and administrative context. Employees in county government of Meru are distributed administratively and geographically within the county vast regions with County headquarters situated in Meru town. Meru County has nine Sub Counties namely Buuri sub county, Igembe North Sub County, Igembe Central Sub County, Igembe South Sub

County, Tigania East Sub County and Tigania West Sub County, Imenti Central Sub County, Imenti North and Imenti South Sub County. In the project appendices the location map describing the site of the study is attached.

### 3.4 Target population

The target population of this study were the staff from the county government of Meru senior and middle level managers. There were some 290 employees in the management positions in the county government of Meru who were spread across various county ministries and departments (County Government of Meru, 2024).

**Table 1: Target Population**

<b>Departments</b>	<b>Populations</b>
Executive office of the Governor	26
Treasury	16
Agriculture	22
Health	60
Youth and Culture	5
Water and Irrigation	9
Lands	7
Environment and Natural Resources	26
Trade and Tourism	10
Education	78
Roads	7
Public Service	24
<b>TOTAL</b>	<b>290</b>

Source: Human Resources Department (2024)

### 3.5 Sampling procedures and techniques

Kombo & Tromp (2006) defined sampling as the procedure the study employs to collect respondents, localities or stuffs to study. The scholar used stratified random sampling to justify deployment and the divisions of managers were used as layers to ensure the presence of all managers in all departments in the county government of Meru. The researcher used simple random sampling to pick the actual respondent to the study using staff lists until the sample size for each sample is met by picking the nth number in the staff list. Saunders, Lewis & Thornhill (2009) stated that, the use of simple random sampling ensures objectivity in selection of the sample giving respondents equal chance of participation.

### 3.6 Sample size

A sample is a subset of a population (Mugenda & Mugenda, 2012). The study had a sample size of 168 employees. In this study, Slovin formula was used to determine sample size because it construed a sample size from a known population with known level of confidence.

$$n = \frac{N}{1+N(e)^2}$$

Where;

N= total population of 290

e = Confidence level which is 95%

n = Sample size

$$n = \frac{290}{1+290(0.05)^2} = 168$$

n= 168

**Table 2: Sample size**

<b>Departments</b>	<b>Populations</b>	<b>Sample size</b>	<b>%</b>
Executive office of the Governor	26	15	8.9
Treasury	16	9	5.4
Agriculture	22	13	7.7
Health	60	35	20.8
Youth and Culture	5	3	1.8
Water and Irrigation	9	5	3.0
Lands	7	4	2.4
Environment and Natural Resources	26	15	8.9
Trade and Tourism	10	6	3.6
Education	78	46	27.4
Roads	7	4	2.4
Public Service	24	13	7.7
<b>TOTAL</b>	<b>290</b>	<b>168</b>	<b>100</b>

Source: Researcher, 2024

### **3.7 Research instruments**

Questionnaires aided in collection of the primary data which contained structured and unstructured questions. According to Kothari (2014), unstructured questions are used to collect qualitative data where respondents are given space to express their views pragmatically while close ended questions only give information of interest to the researcher by limiting variables the respondents will answer. The researcher opted to use

questionnaires to reach as many respondents as possible within short duration and also to give the participants enough time to respond to the questions.

### **3.8 Validity and Reliability of research instruments**

The quality and credibility of research instruments are based on the concepts of validity and reliability (Sekaran, 2006). These principles ensure that the instruments used in research accurately quantify what they are expected to measure and can produce stable and consistent results over time or under different conditions. Having experts review the research instrument can help ensure that it adequately covers the construct and is appropriate for the target population. The researcher sought supervisors' input on questionnaire construction. Validity and reliability are crucial for the development and use of research instruments as they directly impact the quality and trustworthiness of the research findings. Ensuring validity and reliability is a fundamental step in the research process.

#### **3.8.1 Validity of instruments**

Mugenda & Mugenda (2012) posited that, based on the researcher's findings, validity is defined as the meaning and correctness of the inference. Validity refers to the degree to which a research instrument measures what it is intended to measure. It is about the accuracy and appropriateness of the instrument for the specific concepts being studied. Supervisor input was sought to test content validity to examine the instrument covered all relevant content areas of the concept being measured.

#### **3.8.2 Reliability of Research Instruments**

An instrument's reliability is determined by how consistently it produces data or results after several trials (Mugenda & Mugenda, 2012). Reliability refers to the consistency of the measurement results produced by an instrument. A reliable instrument yields the same

results under consistent conditions. Reliability is important because it indicates the stability and consistency of the measurement. Orodho & Kombo (2003) stated that, researcher can use Cronbach's alpha to test and estimate the reliability for a given test. This study used Cronbach Alpha to measure the reliability of the research instrument. According to Sekaran (2006), a Cronbach alpha which is more than 0.7 for a variable is reliable.

### **3.9 Data collection methods and procedures**

The data collection was organized and procedural. The researcher first got permission from Mount Kenya University. The researcher afterwards applied for a license from NACOSTI. The researcher then proceeded to the place of study to be allowed to conduct the study whereby the first step was to create rapport with the respondents and explain the purpose of the study before administering the questionnaires to them. Primary data for the study was collected using structured and unstructured questionnaires. Completed questionnaires were collected by the researcher after one week after they were filled by the respondent that gave them ample time to respond.

### **3.10 Data analysis techniques and procedures**

Effective data analysis is critical for drawing valid conclusions from research. It requires careful planning, execution, and interpretation, regardless of the methodological approach. The study analyzed quantitative data by employing descriptive statistics measures of central tendency (the mean), measures of variability (standard deviation) and percentages. Qualitative data from open-ended questions was analysed thematically according to research objectives. Quantitative data was analysed using Multiple Linear Regression Model. Correlation, Regression and the Analysis of Variance (ANOVA) was

used to infer the relationship between succession management and quality of service. The data was presented in tables and figures.

### **3.11 Ethical considerations**

Ethics is defined as norms for conduct that distinguishes between acceptable and unacceptable behavior (Mugenda & Mugenda, 2012). Ethics is what is good for an individual, the society and also moral values. The researcher followed the research study ethical policies which were provided by the Mount Kenya University College of postgraduate. The researcher obtained letter of research authorization from MKU and NACOSTI research permit. Additionally, the researcher ensured informed consent and freedom to participate in the study was obtained from the respondents and anonymity of participants by making sure names of participants are not indicated whatsoever in the questionnaire. The researcher had contact with the respondents when dropping and picking questionnaires which was done in their offices for safety concerns. The collected questionnaires were kept in confidential place to ensure there was no unauthorized access. In this study, credit was given to authors by citing and referencing information sources.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSIONS

#### 4.1 Introduction

This chapter presented the research findings on the implementation of succession management programmes on quality of service in the county government of Meru. The sample population was 168 respondents who were civil servants in the County government of Meru.

#### 4.2 Reliability Coefficients

The researcher conducted Reliability Coefficients of the research instrument to determine their reliability in collecting data. Then presented the table 3 showing Cronbach's alpha coefficients.

**Table 3: Reliability Coefficients**

##### Independent variables

<b>Variables</b>	<b>Cronbach`s alpha</b>	<b>Remarks</b>
Management training programmes	.734	Good
Mentorship programmes	.969	Excellent
Job rotation	.983	Excellent
Leadership development programmes	.895	Very good
<b>Average</b>	<b>.891</b>	<b>Very good</b>

##### Dependent variable

<b>Variable</b>	<b>Cronbach`s alpha</b>	<b>Remarks</b>
Quality of service	.963	Excellent

Source: Primary data, 2024

The table 3 above depicts the reliability Coefficients of independent variable (succession management) which was measured by management training programmes, mentorship programmes, job rotation and leadership development programmes. The study dependent

variable was quality of service which was measured by reliability of services, assurance of services, tangibility of the service, empathy and the responsiveness of the service provider. As it is clearly shown in the table above, all reliability coefficients tests were higher than 0.7 and therefore, the researcher considered the questionnaire trustworthy.

### 4.3 Response Rate

The study participants were requested to indicate the department they were serving in the County government of Meru. The table below indicated their distribution in various departments

**Table 4: Response rate**

Department	Questionnaires distributed	Questionnaires returned	Percent	Cumulative Percent
Governor's Office	15	9	7.5	7.5
Treasury	9	6	5.0	12.5
Agriculture	13	9	7.5	20.0
Health	35	26	21.7	41.7
Youth	3	2	1.7	43.4
Water	5	4	3.3	46.7
Land	4	3	2.5	49.2
Environment	15	9	7.5	56.7
Trade	6	4	3.3	60.0
Education	46	35	29.2	89.2
Roads	4	4	3.3	92.5
Public service	13	9	7.5	100.0
<b>Total</b>	<b>168</b>	<b>120</b>	<b>100.0</b>	<b>100.0</b>

Source: Primary data, 2024

The researcher distributed 168 questionnaires to study respondents. As indicated in the table 4 above, 120 questionnaires were filled-in and 48 questionnaires were either not filled-in or had inconsistencies. The response rate as shown in table 4 above was 71% which can be rated to be very well. This is according to Mugenda (2003), who stated that,

participants' response rate is adequate at 50%, good at 60% and very well when it is above 70%. Therefore, the response received was commendable and suitable to form study analysis. The table further shows distribution of respondents by departments within the county government of Meru. From the findings, all department were represented accordingly with education having more respondents 35 (29.2%) followed by health 26 (21.7%). This was attributed to the large number of sample distribution per ratio.

#### **4.4 Data Screening**

Prior to undergoing parametric testing, the collected data was screened. Screening was conducted based on the respondents' demographic profile, educational attainment, employment categories, and years of employment.

##### **4.4.1 Demographic Profile of the Respondents**

Meru County's employee demographics were operationalized using McCusker and Wolfman's (2020) theory that the demographic factors of education level, job type, and length of service had a major influence on how an organization's culture was perceived and accepted.

##### **4.4.2 Level of Education of Respondents**

Respondents were requested to indicate their levels of education. The researchers requested this information to ascertain education level of the participants. Responses were shown in table

**Table 5: Level of Education**

<b>Level of education</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Degree	86	71.7	71.7
Masters	28	23.3	95.0

PHD	6	5.0	100.0
<b>Total</b>	<b>120</b>	<b>100.0</b>	<b>100.0</b>

Source: Primary data, 2024

The table 5 above clearly exposes that 86 (71.7%) of the respondents had first degree while 28 (23.3%) had master's degree. The results further revealed that, 6 (5%) of the participant had attained PHD. The results were similar to findings of (Ntoiti & Makau, 2022) establishing that staff in Meru County in Kenya can guarantee reliable responses to base study findings for they are trained and highly skilled.

#### 4.4.3 Job Categories of Respondents

Study participants were asked to indicate their job category in management level. The category was executive level of management, middle level management and low level managers in Meru County and their replies were as described in table 6 below:

**Table 6: Job Category**

<b>Job category</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Low level management	72	60.0	60.0
Middle level management	39	32.5	92.5
Executive level	9	7.5	100.0
<b>Total</b>	<b>120</b>	<b>100.0</b>	<b>100.0</b>

Source: Research data, 2024

As shown in table 6, study findings revealed that 72 (60%) of participants belong to low level management. Low level management mainly comprise of individual with supervisory roles. 39 (32.5%) of the study respondents were in middle level management while 9 (7.5%) of the respondents held executive offices. It means that the study targeted

employees in Meru County who are involved in decision making and the scholar anticipated they were able to comprehend statements given and respond appropriately.

#### 4.4.4 Number of Years worked

Respondents were further requested to state number of years they had worked in county government of Meru to be able to determine their work experience. Their replies were as shown in table 7 below

**Table 7: Years in Service**

<b>Years worked</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
1-5	19	15.8	15.8
6-10	27	22.5	38.3
11-15	24	20.0	58.3
16-20	24	20.0	78.3
21-25	13	10.8	89.2
26- above	13	10.8	100.0
<b>Total</b>	<b>120</b>	<b>100.0</b>	<b>100.0</b>

Source: Primary data, 2024

As shown in table 7 above, study results established that 27 (22.5%) of participants had been in public service between six to ten years while 24 (20%) had work experience of between eleven to twenty years and those who had worked between one to five years represented 19 (15%). Employees who had worked for between above twenty-one years were 13 (10.8%). The findings imply that majority of the staff have been in the service in the Meru county government for a long enough to understand well how the independent and dependent variables apply to the County.

## 4.5 Descriptive Statistics of the Study Variables

Descriptive statistics of the study variables were obtained based on research objectives. Succession management programmes was the independent variable of the study operationalized in terms of sub-independent variables namely: management training programmes, mentorship programmes, job rotation and leadership development programmes. Descriptive statistics on influence of succession management programmes constructs and quality of service were also deliberated in this sub-topic.

### 4.5.1 Management Training Programmes and service Quality Descriptive Statistics

The study requested the participants to indicate the level of the extent to which they in agreement with the statements in the questionnaire related to management training programmes. The respondents' opinions were shown using means and standard deviation.

**Table 8: Management Training Programme**

Statements	Mean	Std. Dev	N
Management education programmes are done continuously to enhance provision of quality of services in terms of reliability	4.07	.120	120
Continuous management education positively enhances assurance the quality of service in Meru County government	4.11	.102	120
Management training programmes in county government of Meru has increased tangibility of quality services in the county	4.52	.118	120
Regularly organized management workshops in the county government of Meru enhances empathy to residents improving delivery of quality service	4.03	.108	120
Management training seminars organized by the county government to new leaders increased the county's responsiveness to the delivery of quality services	3.59	.139	120
There are elaborate management training workshops organized by the county government aimed at enhancing reliability of services to improve delivery of quality services	3.22	.149	120
<b>Mean</b>	<b>3.92</b>		

Source: Primary data, 2024

The overall mean score of management training programme as a construct of succession management programmes was (mean = 3.91) the mean score of given statements was between 3.22 and 4.52. According to the study respondents, Management training programmes in county government of Meru greatly increased tangibility of quality services (mean = 4.52) while assurance of quality of services in the county government of Meru was enhanced by continuous management education (mean = 4.11). Further the management education programmes done continuously enhanced the provision of quality of services in terms of reliability (mean = 4.07) The results are in agreement with Oyelude (2023), who established that, management training programmes contributed positively to quality of service delivery in public service. Leigh (2018), added that, management training programmes are designed to equip managers with the skills, knowledge, and competencies necessary to effectively lead their teams and manage resources. When executed well, these programs can lead to substantial improvements in the quality of service provided by an organization.

The study further revealed that regularly organized management workshops in the county government of Meru enhanced empathy to residents improving delivery of quality service (mean = 4.03). It was also established that management training seminars organized by the county government to new leaders increased the county's responsiveness to the delivery of quality services (mean = 3.59). A mean of 3.22 of the study respondents indicated that, there were elaborate management training workshops organized by the county government aimed at enhancing reliability of services to improve delivery of quality services. These statements correspond with Rothwell (2016), who observed that management training programmes often focuses on leadership skills, such as how to inspire and motivate employees in offering quality service.

#### 4.5.2 Descriptive Statistics on Mentorship Programmes and Quality of Service

The researcher requested respondents to indicate how they agreed with the following statements in relation to mentorship programmes. The respondents' opinion was shown by mean which represented the stand of majority opinion while standard deviation indicated the extent respondents' views deviated from the mean.

**Table 9: Mentorship Programme**

Statements	Mean	Std. Dev	N
The mentorship culture where senior and experienced colleagues' mentors new and junior management staff enhances the delivery of reliable services	3.69	.180	120
Mentorship programmes are ingrained to county government organization culture to enhance delivery of quality tangible service	4.28	.160	120
A mentor is assigned a group of mentees to help them to grow in empathy and hence ensure provision of quality of services	4.04	.029	120
Group mentorship if done when new tasks are assigned to improve responsiveness in the delivery of services	4.57	.080	120
One to one mentorship programmes in the county government of Meru improves assurance of delivering quality services	3.95	.144	120
Management mentees are exposed to challenging tasks under guidance of a mentor to sharpen their management skills improves the reliability of delivered services	3.51	.177	120
<b>Mean</b>	<b>4.01</b>		

Source: Research data, 2024

The overall mean score of management training programme as a construct of succession management programmes was (mean = 4.01) the mean score of given statements was between 3.51 and 4.57. From the research results, the majority of the respondents (mean = 4.57) stated that, group mentorship was done when new tasks were assigned to improve responsiveness in the delivery of services followed closely with that mentorship programmes were ingrained to county government organization culture to enhance delivery of quality tangible service (mean = 4.28). Further the findings revealed that a mentor was assigned to a group of mentees to help them grow in empathy and hence

ensure provision of quality of services (mean = 4.04). One to one mentorship programmes in the county government of Meru improved assurance of delivering quality services (mean = 3.95) and that, mentorship where senior and experienced colleagues' mentored new and junior management staff enhanced the delivery of reliable services (mean = 3.69). Further, the management mentees were exposed to challenging tasks under guidance of a mentor to sharpen their management skills improves the reliability of delivered services (mean = 3.51). The study findings are in line with Davidson & Hughes (2019), who stated that, effective mentorship programmes foster interpersonal relationships which in turn positively influences quality of service. Various mentorship programs when appropriately used can positively influence the quality of service. In the same line, Afzal and Adil (2021), established that mentorship programmes had significant effect on quality of service as employees' skills were sharpened.

#### 4.5.3 Job Rotation on Quality of Service, Descriptive statistics

The study requested the participants to specify the extent to which the given statements were relevant to the relationship job rotation and quality of service. The given statements were rated on a Likert scale of 1-5 The respondents' opinions were shown using means which represented the respondent's opinions while standard deviation indicated the extent to which respondents' views deviated from the mean.

**Table 10: Job Rotation on Quality of Service**

Statements	Mean	Std. Dev	N
Job rotation done regularly across departments at scheduled intervals has improved responsiveness to delivering quality services	3.98	.195	120
Job rotations in various departments increases individual capacity to empathize with residents hence offer quality services	3.50	.220	120
Senior and middle level management rotate functions and roles to improve assurance of delivery of required services	3.74	.205	120

Vertical job rotation where a middle level manager is given a senior role to play positively improves responsiveness to the delivery of county government services	3.78	.106	120
Job rotation done horizontally, considering one's skills and position improves tangibility of services offered by the Meru county government	3.97	.095	120
Interdepartmental staff exchange/ transfers are scheduled at regular intervals to improve on reliability of delivery of quality of services	3.58	.145	120
<b>Mean</b>	<b>3.75</b>		

Source: Primary data, 2024

The overall mean score of job rotation as a concept of succession management programmes was (mean = 3.75) the mean score of given statements was between 3.50 and 3.98. The finding revealed that, job rotation done regularly across departments at scheduled intervals had improved responsiveness to delivering quality services (mean = 3.98) and job rotation done horizontally in consideration of one's competencies improved tangibility of services offered by the Meru county government (mean = 3.97). It was further established that, vertical job rotation where a middle level managers were given a senior role to play positively improved responsiveness to the delivery of county government services (mean = 3.78) and that senior and middle level management rotating functions and roles to improved assurance of delivery of required services (mean = 3.74). Interdepartmental staff rotation scheduled at regular intervals improved on the reliability of delivery of quality of services (mean = 3.58). Lastly, job rotations done in various departments increased individual capacity to empathize with residents hence offering quality services (mean = 3.50). These findings concur with Ravikumar et al. (2020), who stated that, job rotation helped the employees and employers build better relationship with clients that led to provision of quality services. Job rotation should be practiced as it enabled the employees grow extensive range of skills through exposure to different functions, tasks, and responsibilities thus enhancing their versatility and adaptability.

#### 4.5.4 Descriptive Statistics of Leadership Development Programmes on Quality of Service

The study requested the respondents to rate the extent to which the leadership development programmes by the county government of Meru enhanced their leadership competency and helped in improving the delivery of quality of services at your department using the scale provided below. The scale was ranging from 1 – 5 that is, not at all, low extent, moderate, great extent, and very great extent in sequence. The respondents' opinion was shown by mean which represented the stand of majority opinion while standard deviation indicated the extent respondents' views deviated from the mean.

**Table 11: Leadership development Programme on Quality of Service**

Statements	Mean	Std. Deviation	N
Conferences for interpersonal skills as leadership development program has improved the provision reliable services	4.59	.072	120
Interpersonal skills training influences positively responsiveness in delivering quality services	4.34	.102	120
Leadership skills development seminars held has improved the tangibility of services provided by the county Government of Meru	3.87	.104	120
County government of Meru sponsors leaders' seminars to improve empathy on delivery of quality of services	3.42	.198	120
Leadership training programmes has a positive impact on the responsiveness in delivery of quality services	3.97	.163	120
Leadership development programmes are necessary to enhance reliability in the delivery of quality services	4.06	.150	120
<b>Mean</b>	<b>4.04</b>		

Source: Primary data, 2024

The overall mean score of leadership development programme as a concept of succession management programmes was (mean = 4.04) the mean score of given statements was between 3.42 and 4.59. According to the respondents, conferences for interpersonal skills on leadership development programmes improved the provision reliable services (mean

= 4.59) closely followed by leadership training on interpersonal skills positively influenced responsiveness in delivering quality services with (4.34). These findings were followed closely with leadership development programmes were necessary to enhance reliability in the delivery of quality services (mean = 4.06) and that leadership training programmes had a positive impact on the responsiveness in delivery of quality services in the county Government of Meru (mean = 3.97). These findings go hand in hand with Urbancová et al., (2021), who established that effective leadership development programmes streamlined operations, eliminated inefficiencies, and optimized resources thereby reducing costs and improving the speed and quality of service delivery.

The results established that, leadership skills development seminars held had improved the tangibility of services provided by the county Government of Meru (mean = 3.87). Further the results revealed that county government of Meru sponsored leaders' seminars to improve empathy on delivery of quality of services (mean = 3.42). The study findings go hand in hand with Nwaigbo & Onyeoziri (2023), leaders development programmes imparted leaders with necessary skills, aptitude and attitude toward leadership responsibilities. Leadership development programmes are tailored to train leaders to learn how to analyze situations effectively, make informed decisions, and solve problems efficiently.

#### **4.5.5 Descriptive Statistics of Quality of Service**

The quality of Services was evaluated in terms of services reliability, assurance, tangibility, empathy and responsiveness of the County Government of Meru in satisfying customers' expectation and perception. The respondents rated the overall quality of service in the County Government of Meru giving their opinions on the 1-5 Likert scale

ranging from very poor, poor, good, very good and excellent. Descriptive statistics from this evaluation is presented in table 12 below

**Table 12: Quality of Service Measures**

<b>Statements</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>N</b>
When customers are assured of getting tangible services enhances their level of satisfaction	4.48	.069	120
Commitment to enhance the reliability of services in the county government of Meru increases customer level of satisfaction	4.36	.121	120
County of Meru residents are assured of quality of services delivered by the county government	3.97	.106	120
County government employees are responsive to customers` needs promptly enhancing customers` satisfaction	4.07	.050	120
County government of Meru employees are empathetic to clients as they provide services	3.82	.203	120
<b>Mean</b>	<b>4.14</b>		

Source: Primary data, 2024

The overall mean score of management training programme as a construct of succession management programmes was (mean = 4.14) with the given statements having mean scores of between 3.82 and 4.46. The study findings revealed that, when customers were assured of getting tangible services it enhanced their level of satisfaction (4.46) and commitment to enhance the reliability of services in the county government of Meru increased the level of customer satisfaction (mean = 4.36). Further, a mean of (4.07) was found on responsiveness of County government employees to customers` needs promptly enhanced customers` satisfaction. County of Meru residents were assured of quality of services delivered by the county government (mean = 3.97) and lastly, the respondents claimed that, county government of Meru employees were empathetic to clients as they provided services (mean = 3.82). These findings are in line the SERVQUAL model which frames that, customers confirm the quality of the service when their expectation are met/

satisfied but disconfirms the service when the expectations are not met/ satisfied (Milky, 2021).

## **Inferential Statistics**

### **4.6 Correlation Analysis**

This study had the purpose of evaluating succession management programmes and their influence on the quality of service in the County Government of Meru. The researcher looked into the relationships between the research variables using the correlation coefficient. The measured correlation is expressed as a Pearson correlation coefficient ( $r$ ), which ranges from positive to negative. It indicates that there is no correlation between the variables being measured if its rate is zero. A positive association is any rate greater than zero, meaning that rising values for one variable cause rising values for the other. The summary of the correlation analysis between the dependent variable (quality of service) and the independent variables (management training programmes, mentorship programs, job rotation, and leadership development programmes) is shown in the tables below

#### **4.6.1 Correlation analysis for Management Training Programmes Measures and Quality of Service**

Pearson product moment correlation was used to establish correlation between the measures of management training programmes. Response scores for measurements used for this were continuous management education, management training seminars and management training workshops. These scores were correlated with the scores of quality of service to find the degree of interrelationships between the variables. Results of correlation amongst management training programmes and the dependent variable are presented in table 13

**Table 13: Correlation Matrix for Management Training Programmes Measures and Quality of Service**

Measures	Quality of Service	Continuous Management education	Management training seminars	Management training workshop
Quality of Service	1			
Continuous Management education	.795**	1		
Management training seminars	.743**	.661**	1	
Management training workshop	.685**	.484**	.234**	1

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

Source: Research Data, 2024

The variable measures of continuous management education and quality of service was statistically, significantly and positively correlated ( $r = .795$ ,  $P < 0.01$ ). Management training programmes had strong positive correlation with quality of service ( $r = .743$ ,  $P < 0.01$ ) while the management training workshop were statistically and significant to quality of service ( $r = .685$ ,  $P < 0.01$ ). The strongest association between variable was the continuous management education and management training was ( $r = .661 < 0.01$ ) while lowest was between management training workshop and management training seminars ( $r = .234 < 0.01$ ). It worth noting that all correlations between management training programmes constructs (continuous management education, management training seminars and management training workshops) to quality of service in Meru County were all statistically significant and positive. The results also agree with Yimam (2022) who studied how management training programmes affected quality of service in Ethiopia and found management training programmes to have a strong and positive correlation with their quality of service where  $r = 0.683$ ,  $P < 0.01$  and concluded that management training influenced quality of service positively.

#### 4.6.2 Correlation analysis for Mentorship Programmes Measures and Quality of Service

Pearson product moment correlation was used to establish correlation between the measures of mentorship programmes. Response scores for measurements used for this were cultural mentorship, group mentorship and one to one mentorship. These scores were correlated with the scores of quality of service to find the degree of interrelationships between the variables. Results of correlation amongst mentorship programmes and the dependent variable are presented in table 14.

**Table 14: Correlation analysis for Mentorship Programmes Measures and Quality of Service**

Measures	Quality of Service	Cultural mentorship	Group mentorship	One to one mentorship
Quality of Service				
Cultural mentorship	.673**	1		
Group mentorship	.697**	.301**	1	
One to one mentorship	.722**	.531**	.762**	1

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

Source: Survey data, 2024

One to one mentorship and quality of service were statistically, significantly and positively correlated ( $r = .722$ ,  $P < .01$ ); group mentorship and quality of service were statistically and positively correlated ( $r = .697$ ,  $P < .01$ ) and; cultural mentorship had positive and significant association with quality of service ( $r = .673$ ,  $P < .01$ ). The association between one to one and group mentorship was also positive and statistically significant ( $r = .762$ ,  $P < .01$ ) while the association between cultural mentorship and also one to one mentorship was strong ( $r = .531$ ,  $P < .01$ ). It worth noting that all correlations between mentorship programmes constructs (cultural mentorship, group mentorship and one to one mentorship) to quality of service in Meru County were all statistically

significant and positive. The results also agree with Afzal and Adil (2021) who studied on the influence of mentoring on employee performance in community world service Asia and found mentorship programmes to have a strong and positive correlation with their quality of service where  $r = 0.762$ ,  $P < 0.05$  and concluded that mentorship programmes influenced quality of service positively.

#### 4.6.3 Correlation analysis for Job Rotation Measures and Quality of Service

Pearson product moment correlation was used to establish correlation between the measures of job rotation. Response scores for measurements used for this were of lateral job rotation, vertical job rotation and horizontal job rotation. These scores were correlated with the scores of quality of service to find the degree of interrelationships between the variables. Results of correlation amongst job rotation and the dependent variable are presented in table 15

**Table 15: Correlation analysis for Job Rotation Measures and Quality of Service**

Job rotation measures	Quality of Service	Lateral job rotation	Vertical job rotation	Horizontal job rotation
Quality of Service	1			
Lateral job rotation	.777**	1		
Vertical job rotation	.818**	.439**	1	
Horizontal job rotation	.765**	.660**	.321**	1

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

Source: Survey data, 2024

Vertical job rotation and quality of service were statistically, significantly and positively correlated ( $r = .818$ ,  $P < .01$ ); lateral job rotation and quality of service were statistically and positively correlated ( $r = .777$ ,  $P < .01$ ) and; horizontal job rotation had positive and significant association with quality of service ( $r = .765$ ,  $P < .01$ ). The association between horizontal job rotation and lateral job rotation was also positive and statistically

significant ( $r = .660, P < .01$ ). However, the lowest correlations were between horizontal job rotation and vertical job rotation ( $r = .439, P < .01$ ), followed by horizontal job rotation against vertical job rotation ( $r = .321, P < .01$ ). It worth noting that all correlations between management training programmes constructs (lateral job rotation, vertical job rotation and horizontal job rotation) to quality of service in Meru County were all statistically significant and positive. The results concur with Younus (2024) conducted a research study to assess how quality of services improved as a result of job rotation at Al-Sadr Teaching Hospital in Najaf Al-Ashraf and found a notable association in the constructs where  $r = .712 < 0.05$ .

#### 4.6.4 Correlation analysis for Leadership Development Programmes Measures and Quality of Service

Pearson product moment correlation was used to establish correlation between the measures of leadership development programmes. Response scores for measurements used for this were conference for interpersonal development, leadership skills development and leadership development programmes. These scores were correlated with the scores of quality of service to find the degree of interrelationships between the variables. Results of correlation amongst leadership development programmes and the dependent variable are presented in table 16 below.

**Table 16: Correlation analysis for Leadership Development Programmes Measures and Quality of Service**

Measures	Quality of Service	Conference for interpersonal development	Leadership skills development	Leadership training program
Quality of Service	1			
Conference for interpersonal development	.846**	1		
Leadership skills development	.889**	.874**	1	

Leadership program	training	.869**	.758**	.901**	1
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\*\* Correlation is significant at the 0.01 level (2-tailed).

Source: Research data, 2024

Leadership skills development and quality of service were statistically, significantly and positively correlated ( $r = .889, P < .01$ ); leadership training program and quality of service were statistically and positively correlated ( $r = .869, P < .01$ ) and; conference for interpersonal development had positive and significant association with quality of service ( $r = .846, P < .01$ ). The association between leadership skills development and leadership training program was also positive and statistically significant ( $r = .901, P < .01$ ). The correlations were between conference for interpersonal development and leadership skills development ( $r = .874, P < .01$ ), while and conference for interpersonal development against leadership training programmes was ( $r = .758, P < .01$ ).

It worth noting that all correlations between leadership development programmes constructs (conference for interpersonal development, leadership skills development and leadership training program) to quality of service in Meru County were all statistically significant and positive. The results concur with Berhanu (2023) who studied to examine the relation between staff development and performance were affected job satisfaction affected quality of service and found a notable association in the constructs where  $r = .799 < 0.05$ . The results also agree with Benington & Hartley (2019) concurs that, leadership development programmes typically cover aspects of crisis management and resilience.

#### 4.6.5 Correlation Analysis for Succession Management Programmes and Quality of Service

Pearson product moment correlation was used to establish correlation between the measures of succession management programmes. Response scores for measurements used for this were of management training programmes, mentorship programmes, job rotation and leadership development programmes. These scores were correlated with the scores of quality of service to find the degree of interrelationships between the variables. Table 17 below shows that there were strong positive significant relationships between succession planning variable and quality of service. The correlation coefficients between management training programmes, mentorship programmes, job rotation and leadership development programmes and quality of service was  $r = 0.762, 0.707, 0.802,$  and  $0.869$  respectively all with p-values less than 0.001.

**Table 17: Correlation Analysis for Succession Management Programmes and Quality of service**

	Quality of Service	Management training programmes	Mentorship programmes	Job rotation	Leadership development programmes
Quality of Service	1				
Management training programmes	.762**	1			
Mentorship Programmes	.707**	.821**	1		
Job rotation	.802**	.806**	.810**	1	
Leadership Development programmes	.869**	.795**	.702**	.913**	1

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

Source: Survey data, 2024

The study established strongest association between job rotation and leadership development programmes ( $r = 0.913, P < .01$ ) followed by the association between

mentorship programmes and management training programmes ( $r = 0.821, P < .01$ ). The lowest association was between leadership development programmes and management training programmes ( $r = 0.795 P < .01$ ) followed leadership development programmes and mentorship programmes ( $r = 0.702 P < .01$ ). The findings concur with Zhang, et al., (2023), who indicated that, succession management programmes entailed robust activities of identifying suitable candidates as successors, training and developing them in preparation for leadership.

#### **4.7 Regression Analysis and Hypotheses Testing**

The study had the proposition that succession management programmes (independent variable) had a significant influence on quality of service (dependent variable) in the County Government of Meru. Regression analysis was used to calculate the respondents' scores for the independent and dependent variables. The findings were then used to test the related hypotheses and ascertain how the independent variables affected the dependent variable. Wooldridge (2016) explained that the null hypothesis in the context of a regression line is that the slope of the regression line ( $B$ ) is equal to zero ( $H_0: B = 0$ ). This implies that there is no relationship between the independent variable ( $x$ ) and the dependent variable ( $y$ ), meaning changes in  $x$  do not predict changes in  $y$ .

Therefore, according to Wooldridge (2016) the researcher used regression analysis to test the study hypothesis based on the fact that if the obtained  $B \neq 0$  it means the independent variable has an effect on the dependent variable and the null hypothesis is rejected. However, if  $B = 0$  it means the independent variable has no effect on the dependent and the null hypothesis is accepted. Montgomery and Vining (2012) are of the proposition that standardized beta coefficients obtained from regression analysis can be used for comparison of relative influences of independent variables on the dependent variable as

well as to test the corresponding null hypothesis. The value of R<sup>2</sup> obtained showed the level of variation in service quality which was being explained by each of the succession management programmes variables. The following section presents regression analysis and hypotheses testing guided by the four study objectives.

#### 4.7.1 Influence of Management Training Programmes on Service Quality

Objective one was to assess the relationship between management training programmes and quality of service in the County Government of Meru and the corresponding null hypothesis was that there is no relationship between management training programmes and quality of service in the County Government of Meru. Aggregate mean scores of quality of service (response variable) were regressed on the aggregate mean scores of management training programmes and results presented in tables below.

**Table 18: Regression analysis for Management Training Programmes**

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762 <sup>a</sup>	.581	.577	.39993

a. Predictors: (Constant), Management training programmes

##### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	26.123	1	26.123	163.326	.000 <sup>b</sup>
1	Residual	18.874	118	.160		
	Total	44.997	119			

a. Dependent Variable: Quality of Service

b. Predictors: (Constant), Management training programmes

Model	Coefficients <sup>a</sup>				Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	
(Constant)	.720	.287		2.513	.013
1 Management training programmes	.866	.068	.762	12.780	.000

a. Dependent Variable: Quality of Service

Source: Research data, 2024

Model summary or goodness of fit model table 18 divulged that management training programmes were positively related with quality of service in the County Government of Meru ( $R = .762$ ), management training programmes had significant influence, hence explanatory power over service quality in the County Government of Meru for the reason that it accounts for 76.2 percent of service quality in the County Government of Meru. The Coefficient of determination  $R^2$  of 0.581 showed that 58.1% of quality of service in the county government of Meru was explained by management training programmes. The remaining percentage of quality of service can be explained by other factors not included in the model.

The adjusted  $R^2$  value of .577 meant that the explanatory variables in the model were responsible for 57.7% of variation in service quality and 42.3% of the variation was defined by additional factors not included in the model. Reduction of 4% (difference between  $R^2$  and adjusted  $R^2$ ) is an indication that if researcher studied the entire population instead of the sample, the model would explain for roughly 96% less variation in the result.

The obtained F value stipulated that the model for Management Training Programmes against quality of service was significant at ( $F = 163.326, (1, 118), P < .000$ ). This meant

that this model is able to remarkably foretell variation in service quality in the County Government of Meru. Hypothesis one was tested using standardized coefficients (Beta) and P-value and results are in table 18.

The model factor in table 18 conveyed that Management Training Programmes is an important contributor to the coefficient model of service quality ( $T = 12.780$ ,  $P < .000$ ). The study's coefficients table 18 disclosed a numerically noteworthy positive influence of Management Training Programmes on service quality in Meru County ( $\beta = .762$ ,  $P\text{-value} = .000$ ). This is a demonstration that management training programmes had statistically significant and positive influence on service quality in Meru County contradicting the null hypothesis which assumed lack of statistical significance of the relationship. Hypothesis testing criterion was to reject  $H_{01}$  if  $P > .05$  and  $\beta \neq 0$  according to Wooldridge (2016). Considering the research outcome,  $\beta \neq 0$  and  $P < .05$ , therefore, the researcher rejected  $H_{01}$  and posited that management training programmes had a remarkable positive influence on service quality in Meru County. Resulting from table 17 simple regression equation to be applied when predicting level of service quality in Meru County for a standard deviation increase in management training programmes is as follows:

$$SQ = .720 + .866 + \varepsilon$$

Where:

SQ is Service Quality in Meru County

.720 = y-intercept or constant

.866 = slope coefficient (Unstandardized Beta coefficient)

MTP = Management Training Programmes

$\varepsilon$  = error term

Unstandardized Beta coefficient. 866 constitutes the anticipated enhancement in service

quality in the County Government of Meru for a unit standard deviation upgrade in management training programmes. This means that, holding other factors constant, 1 standard deviance improvement in management training programmes would raise service quality in the County Government of Meru by a factor of approximately 0.866 of a standard deviation.

#### 4.7.2 Influence of Mentorship Programmes on Service Quality

Objective two was to investigate the effect of employees' mentorship programmes on quality of service in the County Government of Meru and the corresponding null hypothesis was that employees' mentorship programmes have no effects on quality of service in the County Government of Meru. Aggregate mean scores of quality of service (response variable) were regressed on the aggregate mean scores of mentorship programmes and results presented in tables below. The regression model of mentorship programmes and quality of service was significant with ( $F = 117.796, (1, 118), P < .000$ ), inferring mentorship programmes was a valid predictor in the model. The Coefficient of determination  $R^2$  of 0.50 showed that 50% of quality of service in the county government of Meru was explained by mentorship programmes. The remaining percentage of quality of service can be explained by other factors not included in the model. The R of 0.707 from table 19 shows there is a strong positive correlation between mentorship programmes and quality of service in the county government of Meru.

**Table 19: Regression analysis for Mentorship Programmes**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.707 <sup>a</sup>	.500	.495	.43684

a. Predictors: (Constant), Mentorship Programmes

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	22.479	1	22.479	117.796	.000 <sup>b</sup>
1	Residual	22.518	118	.191		
	Total	44.997	119			

a. Dependent Variable: Quality of Service

b. Predictors: (Constant), Mentorship Programmes

**Coefficients<sup>a</sup>**

Model		Unstandardized		Standardized t	Sig.
		Coefficients			
		B	Std. Error	Beta	
	(Constant)	1.203	.293	4.106	.000
1	Mentorship Programmes	.738	.068	.707	.000

a. Dependent Variable: Quality of Service

Source: Survey data, 2024

From table 19, the regression model of mentorship programmes (X) and quality of service (Y) was significant with ( $F = 117.796$ , (1, 118),  $P < .000$ ), inferring that mentorship programmes were a valid predictor in the model. From hypothesis  $H_{02}$  of the study, “Employees’ mentorship programmes have no effects on quality of service in the County Government of Meru”, the study findings revealed that, there was positive significant relationship between Mentorship programmes on the quality of service.

The study therefore rejected the null hypothesis Employees' mentorship programmes have no effects on quality of service in the County Government of Meru) and concluded that mentorship programmes significantly influenced quality of service. The beta coefficient value for mentorship programmes (0.738) meant that for every one (1) unit increase in the dimension of mentorship programmes, it leads to 0.738 increase in quality of service as shown in table 19.

The T statistics for the coefficient of mentorship programmes was 10.853, with p values < 0.001. Since the p value of the T statistics is less than 0.05, it implies that the coefficient of mentorship programmes, 0.738 is statistically significant at 5% level of significance. This additionally confirms that mentorship programmes significantly influence quality of service positively. Thus, the study rejected the null hypothesis Employees' mentorship programmes have no effects on quality of service in the County Government of Meru) and concluded that mentorship programmes significantly influenced quality of service

#### **4.7.3 Influence of Job Rotation on Service Quality**

Objective three was to examine how job rotation programmes affects the quality service in the County Government of Meru and the corresponding null hypothesis was  $H_{03}$ : there is no effect of job rotation on the quality of service in the County Government of Meru. Aggregate mean scores of quality of service (response variable) were regressed on the aggregate mean scores of job rotation and results presented in tables below. The regression model of job rotation and quality of service was significant with ( $F = 212.349$ , (1, 118),  $P < .000$ ), inferring job rotation was a valid predictor in the model. The Coefficient of determination  $R^2$  of 0.643 showed that 64.3% of quality of service in the county government of Meru was explained by job rotation. The remaining percentage of

quality of service can be explained by other factors not included in the model. The R of 0.802 from table 19 shows there is a strong positive correlation between job rotation and quality of service in the county government of Meru.

**Table 20: Regression analysis for Job Rotation**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802 <sup>a</sup>	.643	.640	.36907

a. Predictors: (Constant), Job rotation

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	28.924	1	28.924	212.349	.000 <sup>b</sup>
	Residual	16.073	118	.136		
	Total	44.997	119			

a. Dependent Variable: Quality of Service

b. Predictors: (Constant), Job rotation

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
	(Constant)	.476	.268		1.772	.079
	Job rotation	.927	.064	.802	14.572	.000

a. Dependent Variable: Quality of Service

Source: Research data, 2024

From H<sub>03</sub> of the study, “there is no effect of job rotation on the quality of service in the County Government of Meru”, the study findings revealed that there was positive significant relationship between job rotation on the quality of service.

The beta coefficient value for mentorship programmes (0.802) meant that for every one (1) unit increase in the dimension of mentorship programmes, it leads to 0.802 increase in quality of service as shown in table 20. The study therefore rejected the null hypothesis “There is no effect of job rotation on the quality of service in the County Government of Meru” and concluded that job rotation significantly influenced quality of service.

The T statistics for the coefficient of leadership development programmes was 14.572, with  $p$  values  $< 0.001$ . Since the  $p$  value of the T statistics is less than 0.05, it implies that the coefficient of job rotation, 0.927 was statistically significant at 5% level of significance. This additionally confirms that job rotation significantly influences quality of service positively. Thus, the study rejected the null hypothesis  $H_{03}$ : There is no effect of job rotation on the quality of service in the County Government of Meru.

#### **4.7.4 Influence of Leadership Development Programmes on Service Quality**

Objective four was to find out how leadership development programmes affects the quality of service in the County Government of Meru and the corresponding null hypothesis was that leadership development programmes have no effect on quality of service in the County Government of Meru. Aggregate mean scores of quality of service (response variable) were regressed on the aggregate mean scores of leadership development programmes and results presented in tables below.

From table 21 the regression model of leadership development programmes and quality of service was significant with ( $F = 362.946, (1, 118), P < .000$ ), inferring that leadership development program was a valid predictor in the model. The Coefficient of determination  $R^2$  of 0.755 showed that 75.9 % of quality of service was explained by leadership development programmes. The remaining percentage of quality of service can

be explained by other factors not included in the model. The R of 0.869 from table 21 shows there is a strong positive correlation between leadership development programmes and quality of service.

From H<sub>04</sub> of the study, that leadership development programmes have no effect on quality of service in the County Government of Meru, the study findings revealed that there was positive significant relationship between leadership development programmes and quality of service.

**Table 21 Regression analysis for Leadership Development Programmes**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.869 <sup>a</sup>	.755	.753	.30587

a. Predictors: (Constant), Leadership Development programmes

**ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	33.957	1	33.957	362.946	.000 <sup>b</sup>
Residual	11.040	118	.094		
Total	44.997	119			

a. Dependent Variable: Quality of Service

b. Predictors: (Constant), Leadership Development programmes

Model		Coefficients <sup>a</sup>			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.400	.209		1.910	.059
	Leadership Development programmes	.933	.049	.869	19.051	.000

a. Dependent Variable: Quality of Service

Source: Survey data, 2024

The T statistics for the coefficient of leadership development programmes was 19.051, with p values < 0.001. Since the p value of the T statistics is less than 0.05, it implies that the coefficient of coefficient of leadership development, 0.933 was statistically significant at 5% level of significance. This additionally confirms that leadership development programmes significantly influence quality of service positively. Thus, the study rejected the H<sub>04</sub> that leadership development programmes have no effect on quality of service in the County Government of Meru.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter made discussions, conclusion and recommendations that were based on the study findings. The responses were based on the objectives of the study that sought to assess the relationship between management training programmes and quality of service; to investigate the effect of employees' mentorship programmes on quality of service; to examine how job rotation programmes affects the quality and to find out how leadership development programmes affects the quality of service in Meru County Government.

#### 5.2 Summary of the Findings

The purpose of the study was to assess the implementation of succession management programmes on quality of service in Meru county, Kenya. The specific objectives were to assess the relationship between management training programmes and quality of service; to investigate the effect of employees' mentorship programmes on quality of service; to examine how job rotation programmes affects the quality and to find out how leadership development programmes affects the quality of service in the Meru County Government.

##### 5.2.1 Management Training Programmes on Quality of service

The study established strong positive correlation between management training programmes and quality of service  $r = 0.762$  significance with value of 0.000. The study further revealed that, management training programmes were used by the county government of Meru to prepare leaders for succession management. The study further established that management training seminars and workshops were organized by the

county government to new leaders. Management training programmes enhanced the reliability, tangibility, responsive and empathy in quality of service.

The management training programmes imparted leaders with necessary skills, aptitude and attitude toward leadership responsibilities. According to the study, a strong positive correlation was established between quality of service and management training programmes. The findings concurred with Benington & Hartley (2019), who stated that management training programmes are designed to hone the skills and competencies of leaders, enabling them to manage their teams more effectively, foster innovation, and drive organizational success.

According to the one study respondent, “management training programmes help sharpen focus on organizational leadership dynamics” another respondent stated that, management training programmes increases managerial skills that could not be learnt in school”. Quality of service in the county government of Meru can be enhanced by management training programmes. Continuous management education, leadership workshops, seminars and conferences could be utilized to enhance quality of service.

### **5.2.2 Mentorship Programmes on Quality of Service**

The study established strong and positive significant relationship between mentorship programmes and the quality of service in the county government of Meru ( $r = 0.707$ ,  $p = 0.000$ ). Mentorship programmes were done in structured manner where a senior experienced colleague especially a supervisor was allocated a group of mentees to be guiding them. The findings concurred with Moi (2022) posited that, for mentorship programmes to effectively impact service quality, they should be well-structured by defining clear objectives, roles, and expectations; inclusive and accessible that is,

allowing everyone to have an opportunity to participate, regardless of their role or level within the organization.

According to the second objective, the quality of service in the county government of Meru could be enhanced by mentorship programmes. Mentorship programmes were found to enhance mentee skills as well as improving interpersonal relationship. The study found that mentorship programmes were conducted whereby a group of mentees were assigned to a mentor usually a supervisor to be guiding them. Accordingly, Hilali et al. (2020), stated that mentorship relationship helps an individual to develop both psychologically and professionally through role modelling, guidance and counselling, professional networks among other benefits derived from mentorship programmes.

According to quality of service evaluation measures, mentorship programmes were found to enhance services reliability, assurance, tangibility, empathy and responsiveness of the service thereby met customers' expectation and perception. The researcher interrogated to know how mentorship programs were conducted and some respondent that a group of mentees are assigned to a mentor usually a supervisor to be guiding them. According to Lochmiller (2014), experienced mentors can guide their mentees in implementing continuous improvement practices, leading to a culture that constantly strives for excellence in service

### **5.2.3 Job Rotation on Quality of Service**

In line with the third objective, the study findings established moderate relationship between job rotation and quality of service. The correlation coefficient was  $r = 0.802$  and the level of confidence was 0.000. Job rotation develops employees who can perform a variety of tasks enabling organizations to respond more flexibly to workforce absences, changes in demand, or other operational needs.

The qualitative data showed that, leaders experience played a significant role in enhancing the quality of service. This was in line with Stanton & Nankervis (2019), who alluded that the quality of service relied upon the nature of individuals, that is attitude, experience and qualification. Further the study revealed that, quality of service in county government of Meru had been enhanced by job rotation. Hundred percent of the study respondents claimed to have moved across several county department and functions to enhance delivery of quality services.

#### **5.2.4 Leadership Development Programmes on Quality of Service**

Lastly, the study found strong positive relationship between leadership development programmes and quality of service. The correlation coefficient factor was  $r = .869$  at confidence levels of 0.000 which was less than 0.05 establishing the statistical significance. Further on leadership development programmes, the study found that quality of service was significantly enhanced by leadership development programmes.

The study revealed that leadership development programmes were necessary in enhance reliability in the delivery of quality services and improved the tangibility of services provided by the county Government of Meru. These findings are in line with Urbancová et al., (2021), who established that effective leadership development programmes streamlined operations, eliminated inefficiencies, and optimized resources thereby reducing costs and improving the speed and quality of service delivery. The study further revealed that, leadership skills development seminars and training in interpersonal skills positively influenced responsiveness in delivering quality services.

### **5.3 Conclusions**

Based on the study findings, this study concludes that succession management programmes had a significant influence on enhancing quality of service. Quality service in this study was the degree and the variance between clients' perception and expectation being met and to what extent the service met the expectations of clients.

#### **5.3.1 Management Training programmes on Quality of Service**

The study concludes that, management training programmes in succession management has a significant impact on the quality of service. Management education programmes should be done continuously to enhance provision of quality of services. Continuous management education enhances the assurance and reliability of quality of service. Management training programmes can be organized through seminars, workshop and conferences. This prepare leaders to be conversant with the responsibilities and expectations of the leadership positions they can assume in eventuality of succession. Managers who are effective leaders can elevate team performance, leading to higher service quality. They are better equipped to foster a positive work environment, set clear goals, and provide the support their teams need to excel in their roles.

#### **5.3.2 Mentorship Programmes on Quality of Service**

The study makes conclusions that, mentorship programmes can be incorporated in succession management to enhance the quality of services. This is because mentorship relationship helps an individual to develop both psychologically and professionally through role modelling, guidance and counselling, professional networks among other benefits derived from mentorship programmes. Further in mentorship programmes are initiated with the expectations that, the mentee will reciprocate mentors' skills and to a greater extent, ability to carry out tasks of the mentor effectively.

#### **5.3.4 Job Rotation on Quality of Service**

The study concludes that job rotation in succession management had a significant but moderate impact on the quality of services. The study makes conclusions that, by regularly rotating employees between several departments and functions it will moderately improve quality of services. Job rotations in various departments increases individual capacity to empathize with customers and improved the assurance of quality of services. Responsiveness and tangibility of services are positively influenced by vertical and horizontal job rotation.

#### **5.3.4 Leadership Development Programmes on Quality of Service**

The study concludes that leadership development programmes in succession management enhances the quality of service. Reliability, assurance, tangibility, empathy and responsiveness of services are positively influenced by management development programmes. Conferences for interpersonal skills, interpersonal skills training and leadership skills development seminars impacts the quality of services.

According to some respondents, leadership training programmes influenced quality of service, “leadership training and development programmes increases knowledge and mastery of county operations thus positively impacting the quality of service” The study asked the respondents what type of leadership development programmes would they recommend to be included so as to improve the delivery of quality of services in the county government of Meru. The study received various suggestions such as operational and performance management, senior management/ supervisory courses, crisis management and research based development programmes. The respondents’ suggestions concur with Benington & Hartley (2019), who established that, leadership development programmes typically cover aspects of crisis management and resilience.

Leaders who were adept at navigating challenges can maintain or quickly restore high levels of service during and after crises, ensuring continuity and reliability.

#### **5.4 Recommendations**

The study makes the following recommendations based on findings of the study;

For the implementation of succession management programmes to be effective in positively impacting quality of service, emphasis should be placed on developing capacity of individuals in preparation of fulfilling the future leadership and management needs of an organization. The study recommended continuous emphasis on management training programmes, mentorship programmes, job rotation and leadership development programmes. Continuity is essential in maintaining a consistent level of service quality, as it ensures that all employees, regardless of their tenure, understand the importance of service excellence and are aligned with the organization's goals.

The study recommended continuous management training programme to enhance assurance of services. To promote empathy in provision of services the study recommended mentorship programmes. To promote tangibility in provision of services, the study recommended leadership development programmes. The study recommended incorporation of such variables in succession management programmes to ensure continuity and improvement in provision of quality services.

To promote responsiveness in the provision of quality service, the study recommended integration of job rotation in succession management. Job rotation develops employees who can perform a variety of tasks enabling organizations to respond more flexibly to workforce absences, changes in demand, or other operational needs. Study recommends interdepartmental staff rotation, vertical and horizontal job rotation. Changing the context

of job duties facilitates employees' transition to new roles and helps them in future assignments, thus job rotation is a crucial tool in succession management.

### **5.5. Recommendation for Further Studies**

The study aim was to assess the implementation of succession management programmes on quality of service in county government of Meru. The study recommends that a similar research should be conducted focusing on the role of politics and bureaucracy on succession management.



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Mount Kenya University

## APPENDICES

### Appendix I: Research Tools

1. Your current placement as in the county government of Meru public service

- i. Executive office of the Governor ( )
- ii. Treasury ( )
- iii. Agriculture ( )
- iv. Health ( )
- v. Youth and Culture ( )
- vi. Water and Irrigation ( )
- vii. Lands ( )
- viii. Environment and Natural Resources ( )
- ix. Trade and Tourism ( )
- x. Education ( )
- xi. Roads ( )
- xii. Public Service ( )
- xiii. Any other (specify) .....

2. **Level of education**

- a. Diploma ( )
- b. Degree ( )
- c. Masters ( )
- d. PHD ( )

3. **Job category**

- a. Low level management ( )

- b. Middle level management ( )
- c. Executive level management ( )

4. **Number of years in service**

- a) 1 – 5 ( )
- b) 6 – 10 ( )
- c) 11 – 15 ( )
- d) 16 – 20 ( )
- e) 20 – 25 ( )
- f) 26 – above ( )

**Part Two: Management Training Programmes**

5. Use the scale provided to tick accurately and indicate the extent the following types of training has equipped you with skills as a leader to enhance delivery of quality services in Meru County government

Where: 1 = Not at all, 2 = Low Extent, 3 = Moderate, 4 = Great Extent, 5 = Very Great Extent

<b>Management training programmes on quality of service</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Management education programmes are done continuously to enhance provision of quality of services in terms of reliability					
Continuous management education positively enhances assurance the quality of service in Meru County government					
Management training programmes in county government of Meru has increased tangibility of quality services in the county					

Regularly organized management workshops in the county government of Meru enhances empathy to residents improving delivery of quality service					
Management training seminars organized by the county government to new leaders increased the county`s responsiveness to the delivery of quality services					
There are elaborate management training workshops organized by the county government aimed at enhancing reliability of services to improve delivery of quality services					

6. Which type of management training programme would you recommend so as to be effective in performing management duties in your current posting to improve delivery of quality services

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7. In your opinion, how do management training programmes in county government of Meru affect the delivery of quality services

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**Part Three: Mentorship Programmes**

8. Use the scale provided to indicate your level of agreement on how the mentorship programmes influences quality of services in the county government of Meru

Where 1=Strongly Disagree 2= Disagree 3=Neutral 4= Agree 5= Strongly Agree

<b>Mentorship programmes on quality of services</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The mentorship culture where senior and experienced colleagues' mentors new and junior management staff enhances the delivery of reliable services					
Mentorship programmes are ingrained to county government organization culture to enhance delivery of quality tangible service					
A mentor is assigned a group of mentees to help them to grow in empathy and hence ensure provision of quality of services					
Group mentorship if done when new tasks are assigned to improve responsiveness in the delivery of services					
One to one mentorship programmes in the county government of Meru improves assurance of delivering quality services					
Management mentees are exposed to challenging tasks under guidance of a mentor to sharpen their management skills improves the reliability of delivered services					

9. There are management mentorship programmes in the county government of Meru to improve on delivery of quality of services

Yes ( )

No ( )

Don't know ( )

10. How are the mentorship programmes carried out in the county government of Meru to improve on delivery of quality of services

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**Part four: Job Rotation**

11. Have you ever been involved in job rotation or seen it happen in your department aimed at enhancing delivery of quality services

Yes ( ) No ( )

12. Use the scale provided to rate the extent to which the county government of Meru has integrated job rotation with other departments apart from your current posting to improve on delivery of quality of services

Where: 1 = Not at all, 2 = Low Extent, 3 = Moderate, 4 = Great Extent, 5 = Very Great Extent

<b>Job rotation on quality of services</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Job rotation done regularly across departments at scheduled intervals has improved responsiveness to delivering quality services					
Job rotations in various departments increases individual capacity to empathize with residents hence offer quality services					
Senior and middle level management rotate functions and roles to improve assurance of delivery of required services					

Vertical job rotation where a middle level manager is given a senior role to play positively improves responsiveness to the delivery of county government services					
Job rotation done horizontally, considering one's skills and position improves tangibility of services offered by the Meru county government					
Interdepartmental staff exchange/ transfers are scheduled at regular intervals to improve on reliability of delivery of quality of services					

13. Do you have any other comment regarding job rotation in the county government of Meru and how it affects the delivery of quality of services? Kindly comment below

.....

.....

.....

**Part Five: Leadership Development Programmes**

14. Rate the extent to which the leadership development programmes by the county government of Meru has made you a competent manager able to handle leadership duties and improve the delivery of quality of services at your department using the scale provided below.

Where: 1 = Not at all, 2 = Low Extent, 3 = Moderate, 4 = Great Extent, 5 = Very Great Extent

<b>Leadership development programmes</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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Conferences for interpersonal skills as leadership development program has improved the provision reliable services					
Interpersonal skills training influences positively responsiveness in delivering quality services					
Leadership skills development seminars held has improved the tangibility of services provided by the county Government of Meru					
County government of Meru sponsors leaders' seminars to improve empathy on delivery of quality of services					
Leadership training programmes has a positive impact on the responsiveness in delivery of quality services					
Leadership development programmes are necessary to enhance reliability in the delivery of quality services					

15. What type of leadership development programmes would you recommend to be included so as to improve the delivery of quality of services in the county government of Meru?

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**Part Six: Quality of Service**

16. How would you rate overall quality of service in the County government of Meru, please tick appropriately?

Excellent [ ]

Very Good [ ]

Good [ ]

Fair [ ]

Poor [ ]

17. Tick correctly to indicate the extent to which you agree how the county government of Meru has committed to offer quality service to the public in a better way

Where 1=Strongly Disagree 2= Disagree 3=Neutral 4= Agree 5= Strongly Agree

<b>Quality of service measures</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
When customers are assured of getting tangible services enhances their level of satisfaction					
Commitment to enhance the reliability of services in the county government of Meru increases customer level of satisfaction					
County of Meru residents are assured of quality of services delivered by the county government					
County government employees are responsive to customers` needs promptly enhancing customers satisfaction					
County government of Meru employees are empathetic to clients as they provide services					

Any comment on the quality of service in the county government of Meru?

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**Thank you for your cooperation**



## Appendix II: ERC Certificate



REF: MKU/ISERC/4355  
TO: JOSEPH M. THIRARI

Date: 06 September 2024

REG: MPAM/2023/54001

Dear Sir/Madam,

**RE: THE IMPLEMENTATION OF SUCCESSION MANAGEMENT PROGRAMMES ON  
QUALITY OF SERVICE: A CASE OF COUNTY GOVERNMENT OF MERU**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3075**. The approval period is **06/09/2024 - 05/09/2025**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

**Dr. Alfred Owino, PhD**  
Chairman, Mount Kenya University ISERC



### **Appendix III. Introduction Letter from MKU**

#### **CONSENT FORM FOR PARTICIPATION IN RESEARCH**

Dear Participant,

I invite you to participate in a research study entitled “THE IMPLEMENTATION OF SUCCESSION MANAGEMENT PROGRAMMES ON QUALITY OF SERVICE: A CASE OF COUNTY GOVERNMENT OF MERU”. I am currently enrolled for Master of Arts Degree in Public Administration and Management; Public policy and Administration option at Mount Kenya University (MKU). I'm in the process of writing my research project. The semi-structured questionnaire has been designed to collect information on Management Training Programmes and how this influences quality of service delivery to the public. The purpose of this study is to assess the implementation of succession management programmes and its influence on quality of service in the public service. Therefore, collected data will only be used for this purpose.

Your participation in this research is completely voluntary. Your responses will remain confidential and anonymous. No one other than the researcher will know your individual answers to this questionnaire. There are no direct benefits to you for participating in this research. If you agree to participate in this project, please answer the questions on the questionnaire as best as you can. Please return the questionnaire as soon as possible to enable me to complete the project report.

If you have questions at any time about this study, you may contact the researcher whose contact is provided at the bottom of the page. If you have questions regarding your rights as a research participant, or if problems arise which you do not feel you can discuss with me, please contact the Chairman, MKU Institutional Review Ethics Committee (IREC), P.O Box 342-01000, Thika.

## CONSENT

I have read and I understand the provided information. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I therefore voluntarily agree to take part in this study.

Participant's signature \_\_\_\_\_ Date \_\_\_\_\_


Investigator's signature: \_\_\_\_\_ Date \_\_\_\_\_

Investigator's contact: 07239712



Thank you for your assistance in this important endeavor.

# Appendix IV: NACOSTI Research License

  
**REPUBLIC OF KENYA**

  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **600072** Date of Issue: **17/September/2024**

**RESEARCH LICENSE**




This is to Certify that Mr. **JOSEPH THIRARI MIRITI** of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Meru on the topic: **THE IMPLEMENTATION OF SUCCESSION MANAGEMENT PROGRAMMES ON QUALITY OF SERVICE: A CASE OF COUNTY GOVERNMENT OF MERU** for the period ending: **17/September/2025**.

License No: **NACOSTI/P/24/40045**

  
Director General  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY &  
INNOVATION**

Applicant Identification Number: **600072**

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document,  
Scan the QR Code using QR scanner application.

See overleaf for conditions

## Appendix V. Field entry /Research Authorization

**REPUBLIC OF KENYA**  
**COUNTY GOVERNMENT OF MERU**

  
**OFFICE OF THE GOVERNOR**  
**COUNTY SECRETARY & HEAD OF PUBLIC SERVICE**

Email: merucounty@meru.go.ke  
When replying please quote

Meru County Headquarters,  
P.O. Box 120-60200  
Meru

---

Ref: CGM/CS/LAPSMA.023/06 (470) Date: 20<sup>th</sup> September 2024

**Joseph Miriti Thirari**  
Student of Master of Arts Program  
in Public Administration and Management at  
Mount Kenya University (MKU)  
Approval No. NACOSTI/P/24/40045  
P.O. Box 793  
**Meru**  
Contact: 0723959712

**RE: RESEARCH AUTHORIZATION**

Your letter dated 19<sup>th</sup> September 2024 refers.

This office acknowledges your committal letter to Research Ethics as you conduct a study on *“The Implementation of Succession Management Programs on Quality of Service: A Case of County Government of Meru”* for the period ending 17<sup>th</sup> September 2025.

This office has no objection to your research. Please share a report of your research findings with this office.

I wish you well in your studies.



**Dr. Kiambi J.T. Atheru, PhD**  
**County Secretary & Head of Public Service**



Mount

# Appendix VI: Turnitin Report



## Joseph Miriti Thirari

### Joseph Turnitin.docx

 PG 2021

 PG 2021

 Mount Kenya University

#### Document Details

Submission ID

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## Appendix VII: Research Site Map

