EFFECT OF INTERNAL FIRM FACTORS ON THE SUCCESSION PLANNING: A CASE STUDY OF ARCHITECTURAL FIRMS IN NAIROBI COUNTY

BY

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UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfilment of the Requirement for the Degree of Masters of Science in Organizational Development (MOD)

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

SUMMER 2019
STUDENT’S DECLARATION
I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University - Africa in Nairobi for academic credit.

Signed: ____________________________ Date: _____________________
Gabriel Mwangi Waweru (ID 656548)

This research project report has been presented for examination with my approval as the appointed supervisor.

Signed: ____________________________ Date: _____________________
Fred. O. Newa

Signed: ____________________________ Date: _____________________
Dean, Chandaria School of Business
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ABSTRACT

The purpose of this study was to explore the effect of internal firm factors on the succession planning of architectural firms’ management. The study sought to examine how do internal organizational factors contribute to succession planning in architectural firms in Nairobi, how do leaders’ attributes influence succession planning in the architectural firms in Nairobi, and what are the effects of successors attributes on the succession planning in the architectural firms in Nairobi?

This study was descriptive in nature; thus, it applied the descriptive research design. The population for this study were the architectural firms in Nairobi who were 123 in number. The sample frame for this study was the official list of registered architectural firms in Nairobi and was obtained from Board of Registration of Architects and Quantity Surveyors (BORAQS). This study used stratified sampling technique where the population was divided according to the type of business registration. The Yamane (1967) formula was used to determine its sample size of 55 firms. The preferred data collection method for this study was primary data collection in the form of questionnaires that were self-administered in nature. The study employed qualified research assistants who administered the questionnaires to the respondents physically and electronically. After data had been collected, it was cleaned, coded, keyed in, and edited in the Statistical Package of Social Sciences (SPSS) tool for analysis. Descriptive statistics which includes measures of central tendencies, such as frequency distribution, means, and standard deviation were used to analyze the data. Inferential analysis comprising of correlation analysis and regression analysis were also employed in the study, and the results were presented using tables and figures.

The study revealed that the organizational strategy is important to strategic planning in architectural firms in Nairobi, since it is part of the organization’s strategic plan. The organizational structure has a positive effect on succession planning, and the firm size affected the presence of succession planning in these organizations. The organizational culture affected the succession planning process, since it did not encourage external successors.
The study showed that the firms were led by their founders, and their leaders were willing to transfer leadership, since they allowed for new ways and ideas from the next generation. The leaders believed there was a successor among the employees, and their leadership style had an effect on succession planning. The leaders’ personality, educational level, management and experience affected succession planning. The level of extraversion (sociable nature) in a leader also affected succession planning positively, since leaders whose personality hoards knowledge negatively affects succession planning.

The study indicated that the potential successor’s attributes affected succession planning because of the need to designate an heir apparent in the succession plan. Management competencies, technical skills and experience of the successors affect succession planning, especially the long experience in business being positive towards their consideration. The personality traits of successors affect succession planning, but their gender did not.

The study concludes that the type of organization did not affect succession planning; however, organizational systems and processes were crucial to the planning. The commitment of the successor to the organization, and willingness to take over affected succession planning in architectural firms, and the trust of potential successors came before technical skills and entrepreneurial ability. The source of successors either within the organization or from outside the organization did not affect the succession planning process of the firms.

The study recommends that the managers and owners of the architectural firms in Kenya to ensure that they have flexible and fluid succession planning processes in place. This would facilitate the acquisition of skilled, knowledgeable and capable successors, and they should avoid using apparent and designated heirs who might lack the skill and knowledge of managing the firms.
First and foremost, I would like to thank the Lord Almighty for giving me the grace and strength to complete this research project. Secondly, I would like to acknowledge my supervisor Prof. Fred Newa for their support, insight and remarks in the study. I would also like to acknowledge my classmates for the comradely and support as we did this course together. I would also like to acknowledge the special role played by United States International University, through their very resourceful staff library and e-resources; I had more than enough literature materials and guidance. Finally, I would like to acknowledge my parents, family, workmates and friends for being supportive and input during this project. God Bless you all.
DEDICATION

A special dedication to my dear wife Ruth Wanjiru Mwangi for the faith she had in me in all my endeavors and encouraging me to pursue this degree; and also, to my father Mr. J. W. Kimani, as my friend and colleague for the encouragement assistance and financial support towards the achievement of this project.
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<tr>
<td>AAK</td>
<td>Architectural Association of Kenya</td>
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<tr>
<td>BORAQS</td>
<td>Board of Registration of Architects and Quantity Surveyors</td>
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<td>CAD</td>
<td>Computer Aided Design</td>
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<td>GOK</td>
<td>Government of Kenya</td>
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<td>KM</td>
<td>Knowledge Management</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of Study

Succession Planning is key especially to long term planning with the view for the organization’s presence and growth in the future Dahlke, (2012). The planning helps an organization identify if their present talent is suitable for its future plans and objectives (Rothwell, 2010). This prepares organizations for both expected events such as retirement or promotions and unexpected events as resignations and death Dennis C. Carey, (2000). It also helps reassure your key staff of their positions and especially with regards to training and development. They are able to identify their place in the strategic plan and align with the company’s strategic goals Dahlke, (2012).

Having the right people in the right place and at the right times to do the right things happens only when the organizations have engaged in an ongoing process of identifying, assessing, and developing talent to ensure leadership and management continuity throughout. Succession planning according to Weisblat (2018) is not replacement planning as that is a reactionary process; although finding backups to fill key vacancies, especially for senior-level positions, is certainly a part of the process. It simply refers to special efforts to invest in the best, highest performing, or highest potential talent at any organizational level or function, but particularly at or near the top (Barnett & Davis, 2008).

In view of this, Charan, (2008) however asserts that not everyone can become a leader. Leaders are different from everyone else in ways that no amount of classroom instruction can supply. This means that careful selection and grooming are required for the succession process to succeed. According to Rothwell, (2002) with the current economic trends, different sectors of the economy will confront shortfalls of experienced talent. The leaders in those organizations will most likely be compelled to take more aggressive steps to attract and retain talent. That is likely to mean a bidding war for people. It will not be sustainable to rely on expatriate staff as is seen in many organizations in East Africa especially Kenya.
Succession planning is assumed to be crucial to the success and continuity of the private business Berke, (2005); Stokes & Blackburn, (2001); Keller, (2018). Well done succession planning has a positive net result on performance as employee turnover is reduced and morale is higher. Poorly done succession can lead to expensive lawsuits and arbitration that negatively affects the organization’s performance, Smallbone & Cumming, (2015); Dana, V. Ramadani, (2015). Ultimately, succession planning is a plus for any organization. Lost productivity and lost expertise are minimized. They further argue that costs are controlled because internal talent with in-depth knowledge of the institution can be developed rather than recruited from the outside.

Succession planning however goes further than replacement planning and is much broader. It is about developing talent, so that individuals have the capacity to assume greater responsibilities, do their jobs better, and take on an expanded management or leadership role in their work replacements at the top of the organization Singer & Griffin, (2010). In fact, CEO replacement was the original focus of succession planning but it was not until the 1980s that succession planning began to extend to lower management levels Berke, (2005). According to Rezgui, Hopfe, & Vorakulpipat (2010) while studying knowledge management in architectural and engineering construction firms, one of the key sustainable advantages that a firm can have comes from what it collectively knows, how efficiently it uses what it knows and how readily it acquires and uses new knowledge. Succession planning thus ensures crucial knowledge passes on.

In Kenya, the economy has been experiencing steady growth with the public as well as the private sectors being engaged in numerous development building and construction projects with expected socio-economic and governance . Recognizing the critical role small businesses play in the Kenya economy, the Government through Kenya Vision 2030 envisages the strengthening of MSMEs to become the key industries of tomorrow by improving their productivity and innovation according to the, Ministry of Planning, National Development & Vision 2030 report. MSMEs comprise of both formal and informal businesses, but a majority of the MSMEs operate informally. Most of these MSMEs are owned and run as family businesses. These are concentrated within the urban centers in both Counties due to better services and infrastructure as compared to the rural areas. Majority of these MSMEs are traders while it is not uncommon to find businesses that operate within the same sphere and sector operating next door. This can be agency
businesses such as Mpesa shops, eateries and service businesses. MSMEs have a significant contribution to the national economy KNBS, (2016). In all counties with exception of Nairobi, micro sized establishments constituted more than 90.0 per cent of all licensed establishments Wairimu, (2015). MSME share contribution to GDP has recorded increases through time, rising from 13 percent in 1993 to as much as 20-25 percent between 2011 -2014. Of particular importance is the ability to create new jobs in the country, often slated as taking the biggest share. In 2013, they constituted 84.3 percent of all new jobs. One of the main challenges that hinder MSMEs contribution to the economy of Kenya are a lack of current data and statistics on MSMEs, financial constraints and weak or absent associations that they have.

In studying the strategic succession planning strategies and organizational productivity at Githunguri Dairy Cooperative Society Kariuki & Ochiri, (2017) conclude that human resource planning; mentoring programs, benchmarking programs and strategic training programs have a positive and significant effect on organization productivity. According to Andebe, (2016) while studying the effects of strategic succession planning on family business sustainability, finds that strategic succession planning helps smooth running of family business. His findings show that education and personal traits are key determinants during succession and that there existed a team of professionals to guide the company through the twist and turns of a succession plan. The existing succession plan was being maintained both throughout and after transition in the event of family transition. This is crucial for the potential.

According to Khavul, Bruton, & Wood, (2009) East African entrepreneurs not only use both strong family and strong community ties to establish and grow businesses, but they also use strong community ties to counterbalance the obligations that strong extended family ties create as best seen in the Asian family businesses. Creative professional disciplines are considered unique and researchers suggest the need to study the relationship between workforce, strategy and performance in the context of architectural firms as they cannot be assumed to be like other professional service firms Oluwatayo & Amole, (2011). Architecture is a business in which technical knowledge, management, and an understanding of business are as important as design Heintz & Aranda-Mena, (2012). The assets of an architectural practice are its people, and their reputation for providing the service promised. The practice can therefore, be thought of as a distinctive
type of what are more generally considered as knowledge-based organizations which only have the expertise of their staff as assets with which to trade Winch & Schneider, (1993). Much of the management literature applied to the practice of architecture takes a single-sided view on the managing on delivering a building, service or product and less on the market positions or strategic management Heintz & Aranda-Mena, (2012). Traditionally, management within architectural practice has been conceived as the administration of contracts and offices, rather than the management of projects and practices Winch & Schneider, (1993).

The architectural industry in Kenya has been in existence for over a Century; however, the AAK was formed 52 years ago. In this period 108 firms have been registered by both the AAK and Board of Registration of Architects and Quantity Surveyors (BORAQS) under Cap 525 of the Laws of Kenya. These firms in Kenya however have not grown to the size and complexity of multinational firms in larger economies with a handful of firms tapping into the regional and African markets. The firms in Kenya comprise mainly of SMEs whose staff are below 100 skilled workers. These range from single proprietor firms to larger corporate bodies. With an ever-evolving economic environment, regional trading blocs an open border policy instituted by the Government of Kenya in 2018 and a rapidly globalizing world, Kenyan architectural firms need to rise to the challenge and formulate solid strategies that will see them take advantage rather than be consumed. Succession strategies are a large part of these strategies. It is with this in mind that this study seeks to delve into strategic succession planning in architectural firms.

1.2 Statement of the Problem
Researchers observe that only a small percentage of family firms survive the transition to the second generation and many intergenerational transitions fail soon after the second generation takes control Massis, Chua, & Chrisman, (2008). Ownership transfer, in one form or another, is assumed to be crucial to the success and continuity of the private business; thus, the inability of private family owners to successfully transfer the business may lead to a rise in business closure rates, and to more limited pools of entrepreneurial knowledge Stokes & Blackburn, (2001). Conflicts of self-interest between family firm owners and the incumbent or external management, can retard and/or tarnish the succession planning (Scholes, Westhead, & Burrows, 2008). However, in some instances, the transfer of management control is harmonious. In these cases, there is no discord
among partners in both planning or executing the succession events Blumentritt, Mathews, & Marchisio, (2012). This study intends to determine the organizational factors of the leading to the harmonious transfers both in family firms and non-family entities.

Strong leadership makes a good company better just as surely as weak leadership lowers its prospects and over time ruins it, Charan, (2008). In studying family MSME’s in Kenya Karanja, (2015) established that the founders’ leadership style affected growth and sustainability to a great extent. In a study of top 100 Midsized companies in Kenya, Gitonga, (2014) however found that the managers did not possess affective commitment concluding that it is because of a lack of a match between the career opportunities available in a family firm and an individual’s career aspirations. Therefore, a gap exists between the top leadership and those of managers expected to be the potential successors. This study therefore will look into the attributes of the leaders of the firms and also those of the potential successors. The study seeks to fill the gap on the attributes that exist in the current leadership of the firms and those that are sought after in potential successors.

In a study by Boyd & Royer, (2012) exploring how a family firm has used internal successors for the last 12 successions found that in industries where tacit knowledge forms the basis for competitive advantage, the use of internal successors can help family firms excel after a transition of power has occurred. Architectural firms have a level of tacit knowledge that is embodied in designs and forms part of the competitive knowledge of the firm. Unfortunately, when experienced people leave organizations, they take with them not only the capacity to do the work but also the accumulated wisdom they have acquired. Architectural firms especially are struggling with the problems of turnover and preservation of institutional memory. Many are left with large training costs and losses incurred with transitions by older more experienced staff. A study by Gatende, (2014) focusing mainly on MSMEs of African and Indian families operating within Nairobi central business district found that compared to Indian family businesses, African family businesses do not discuss succession as much and fewer of them have documented succession plans. This study hopes to establish how architectural firms’ preserve knowledge and the systems put in place to ensure this.
Current study’s regarding succession in Kenya tend to focus on family businesses Gatende, (2014); Andebe, (2016); Abdille, (2013). Others have also focused their research on societies and larger corporations Njigua, (2014); Mwiti, (2010); Gitonga, (2014). The lack of sufficient research with regards to succession planning in architectural firms in Kenya significantly impacts their ability to implement sustainable succession plans and long-term strategic plans. This include a study by Ngoru, (2015) on competitive strategy implementation at Gem Archplans, an architectural firm in Nairobi established that leadership, employee involvement, resource allocation, organizational culture had a significant effect on strategy implementation. The study also revealed that employee’s involvement affects strategy implementation to a great extent. Ogutu, (2016) comes close as he studies succession planning in quantity surveying firms in Kenya. The study’s findings reveal that succession in majority of QS firms is largely unsystematic, informal and accidental as only 32% of 30 quantity surveying firms had systematic SP&M programs. There was a weak correlation between the ages of firms, number of directors and adoption of SP&M although private limited companies were most likely (75 percent) to have a systematic succession plan than partnerships. This thus study therefore hopes to add to the knowledge regarding the running of Architectural firms in Nairobi and the internal factors that lead to succession planning within them.

1.3 Purpose of the Study
The purpose of this study was to explore the effect of internal firm factors on the succession planning of architectural firms’ management.

1.4 Research Questions
1.4.1 How do internal organizational factors contribute to succession planning in architectural firms in Nairobi?
1.4.2 How do leaders’ attributes influence succession planning in the architectural firms in Nairobi?
1.4.3 What are the effects of successors attributes on the succession planning in the architectural firms in Nairobi?
1.5 Importance of the Study

1.5.1 Importance to the Profession
The study adds to the knowledge regarding the organizational factors that most affect succession planning in architectural firms. Knowledge regarding the traits sought after most in successors of architectural firms may be crucial to managers and employees in these firms. Knowledge regarding the leaders of the firms may also be crucial to the leaders, shareholders and owners of architectural firms. The architectural association may also gain from the findings of this study as it sought to empower its members and build capacity within their firms.

1.5.2 Importance to Policy
The study informs policy on architectural education, practice and management. It may also assist the government in capacity building towards having an enabling environment for the firms in line with their strategies. It is hoped that the research may also inform in the expansion of the curriculum of the architectural management course in the architecture programme in the universities.

1.5.3 Importance to the Academia
The study adds to the body of knowledge of firm management and leadership. The study also provides data to researchers who may seek to understand more on succession planning and its presence in Kenyan architectural firms. It also proposes further areas of research to other scholars with interest in the topic.

1.6 Scope of the Study
The scope of the study was the strategic management arm. This was limited to architectural firms in the Kenyan jurisdiction, specifically firms physically based in Nairobi. The study took three months to complete.

1.7 Definition of Terms
1.7.1 Succession Planning
This is an ongoing, continually readjusting process that is woven into your overall strategic plan as a guarantee that your organization won’t miss a step when a critical position becomes vacant. Succession planning includes developing replacement talent
within the organization, as well as identifying externally available talent sources Dahlke, (2012).

1.7.2 Organizational Factors
Organizational factors are the internal corporate characteristics that influence behavior at the workplace Adams, (2002).

1.7.3 Firm Leaders Attributes
Leaders’ attributes are the traits and skills necessary for leaders Ibrahim, Soufani, Poutziouris, & Lam, (2004).

1.7.4 Successor’s Attributes
Successor’s attributes are the necessary traits and skills critical to an effective human resource strategy concerning the selection process of a successor (Ibrahim et al., 2004).

1.7.5 Family Business
A family business is a business governed and/or managed with the intention to shape and pursue the vision of the business held by a dominant coalition controlled by members of the same family or a small number of families in a manner that is potentially sustainable across generations of the family or families Chua & Chrisman, (1999).

1.7.6 Architectural Practice
Architectural practice is a business in which technical knowledge, management, and an understanding of business are as important as design Heintz & Aranda-Mena, (2012).

1.8 Chapter Summary
This chapter highlights the need to study succession planning in architectural practices owing to the differences of the architectural practice from other disciplines and why the strategies used may differ. It also lists the different areas of research according to literature focusing on the listed objectives the author seeks to explain the problem. The study lists its scope as Nairobi, Kenya given that most Kenyan forms have their physical address in Nairobi. It then finally highlights the importance of it to government, scholars and people who run firms or intend to do so. The study in the following chapter two conducts a literature review focusing on organizational factors and the attributes of both
the successors and leaders of firms. In chapter three the study looks at the research methodology used towards data collection and also highlights the analysis method to be used. In chapter four, the study highlights the findings and relates them to the literature previously reviewed. Finally, the study in chapter five highlights the conclusions made and the recommendations for further areas of research.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
The Literature review section looks at various factors that influence the succession planning of architectural firms in Kenya. In this chapter the author looks at selected Literature to on the various objectives. The first in section 2.1 begins by looking at organizational factors and their importance in the succession planning of a firm. The literature reviewed looks at the importance of strategic factors in achieving successful succession. In section 2.2 the study looks at the attributes of the current leadership in succession planning. The study in section 2.3 then looks at the attributes of the successors within organizations. The chapter ends by having a chapter summary. In this, there is a summary of the literature findings.

2.2 Organizational Factors and Succession Planning

2.2.1 Succession Planning
Succession planning is a strategy employed by many organizations to be able to recruit and promote employees into leadership roles. This promotes retaining organizational memory, allows continuity in strategic direction, and reinforces organizational culture Groves, (2007) It is an important and integral strategic factor in all organizations. Organizations with advanced succession planning build a clear path to success yet to come Weisblat, (2018). Most comprehensive succession planning systems accomplish two things. They provide the processes and structure for identifying and understanding the leadership talent in the organization, and secondly, they emphasize and facilitate ongoing learning and development for the organization’s most talented leaders Barnett & Davis, (2008). Succession planning therefore is a long-term strategy employed by many organizations to promote organizational sustainability Gordon & Overbey, (2018).

It is the view of multiple researchers that succession planning is not the same as replacement hiring, although their final goals may overlap. Focused on filling an immediate need, replacement hiring is a reactive process Rothwell, (2010); Hall-Ellis, (2015); Barnett & Davis, (2008). Replacement planning is viewed as overly focused on identifying successors for a particular job or position and not on the future leadership needs of the organization.
The succession planning process according to Carey, (2000) should be a board driven process as opposed to being left to a CEO ‘s motivation, intuition judgement and attitude. He further argues that CEO and boards should move from a haphazard intuitive process to a predictable systematic transparent process. Weisblat, (2018) adds to this notion by stating that “The goal is to minimize disruption to a company’s operations and avoid a drain of its intellectual capital during the transition process.” The planning process must include all stakeholders to ensure that the true needs of the organization are met and not left to one person’s opinion. Organizations should utilize mid-level managerial personnel effectively for leadership development and succession planning systems, instead of shifting the responsibility for leadership development to the human resources department Groves, (2007).

However, for small firms especially creating a strategic leadership succession plan is one of the greatest challenges as they are dependent on single leaders and cannot develop prospective successors from within the organizations Santora et al., (2006). The Kenya Family Business Report PWC, (2016) state that succession planning is the single largest risk to business continuity especially to family firms. Succession plans therefore become crucial to avoid a vacuum and ensure continuity in these small firms. As stated by Rothwell, (2002), even if your industry is not directly affected by the aging of the labor force, your organization may begin to feel the effects of the problem as other organizations take highly competitive steps to attract the talent they need.

In a study on the effects of strategic succession planning on family owned businesses in Kenya, Abdille, (2013) found that 79% of the respondents indicated that family owned businesses must have strategic succession plans set for the future of the companies and that strategic succession planning is very critical to the success of the family enterprises. The study identified strategic succession planning as a critical factor affecting family owned businesses in Kenya. A study by Lempaka, (2018) on the effect of succession planning on employee retention in Kenya Commercial Bank (KCB) Group found that there existed a moderate relationship between employee retention and succession planning. The effectiveness of succession planning in construction companies in the as studied by Perrenoud, (2012) in Arizona state revealed that the companies that put more effort and focus into their succession plan had a higher level of success with their leadership transition. The study focused on top executive succession in which slightly
more than 50% of the companies had implemented plans to develop the incoming executives. In studying succession planning and its effect on organizational performance, Njigua, (2014) found that it encourages advancement of diverse groups such as minorities or women in future groups within the organizations. The organizational factors considered for this study are the organizational strategy, organizational systems, organizational structure and the organizational culture.

2.2.1 Organizational Strategy
A strategy represents the way an organization uses its resources; human, economic, or technical, to achieve its goals and gain a competitive advantage. It can be described by the organization’s mission, goals and objectives, strategic intent, and functional policies Cummings & Worley, (2008). The succession strategy like any other strategy in a firm can be categorized as planned or emergent. The succession will be planned if it is preconceived in advance and deliberate efforts made to facilitate it; and it will be emergent if the succession takes place as a result of decisions taken by members of family as a result of need to adjust to the realities facing the firm. Events like the death of a founder could trigger succession in which case the decisions take then are not planned but those that are necessary to safeguard the business Maalu, McCormick, & Machuki, (2013). To implement a strategic plan, organizations require people with the right talents. Without them, strategic plans cannot be realized hence, leadership identification and succession are critical to the successful implementation of organizational strategy Rothwell, (2010).

In the survey by (PWC, 2018) on family businesses 48% had a fully-costed, formalized and documented strategic plan, similar to the 49% of global respondents who said the same. Furthermore, 73% of the respondents with a strategic plan had communicated the plan internally; compared to 83% globally, and 63% externally compared to 53% globally. A study by Abdille, (2013) on strategic succession planning in family firms in Kenya found that 77% of the respondents indicated that the family businesses make plans that focus between 3-5 years implying that a strategic plan is very critical to the success of the family enterprises. This is seen to be short especially for Succession planning which is more long-term Rothwell, (2002).
2.2.2 Organization Structure

Organizational structure is defined as a relatively stable, either planned or spontaneous, pattern of actions and interactions that organization members undertake for the purpose of achieving the organization’s goals. The size of the organization is a significant predictor of likelihood of having a succession management plan in place Taylor & Mcgraw, (2006). The succession process in small family companies differs from the succession in large family companies. Small family firms are often family-like, in which personal relationships between people are strong. Working in that kind of organization demands as well higher commitment Savolainen & Kansikas, (2013). Most SMEs have simple systems and less red tape in place, since their operations are small scale and less complicated than those of large companies. Their systems are mainly people dominated and their processes are often more flexible and adaptable to the changes taking place around them. Large companies often cope with complex systems and processes, which makes them more rigid and slower when it comes to abandoning them Wong & Aspinwall, (2004). Uhlaner, Stel, Meijaard, & Folkeringa, (2007) while studying organizations that are knowledge driven in practice categorize them as micro firm (1-9 employees), small firms (10-49 employees) and medium sized (50-99 employees).

In the case of architectural firms, the running is often not in the hands of those who are trained in the management of organizations. Principals who are architects, just as in most professional service organizations, often run architectural firms. This implies that the survival and success of these firms may depend on how well these principals organize the firms. With professional service firm’s individual responsibility for task performance is high because of the levels of uncertainty of workflow and task interdependence Oluwatayo & Amole, (2014). BORAQS requires that the partners in architectural firms must be registered architects.

In a study on succession management in Australian companies by Taylor & Mcgraw, (2006). Multinationals reported a higher incidence of formal succession management programs; 63 percent compared with national-only companies at 42 percent. In another study on 368 MSMEs by Blankson, Motwani, Levenburg, & Schwarz, (2006) they found that succession planning was viewed as a more important topic by larger firms with more than 500 employees versus smaller firms, and least important for those firms with fewer than 10 employees. The same study found that succession planning was perceived as
more important in firms that had a Board of Directors and firms that employed comparatively more family members. In a study on top 100 companies in Kenya, Gitonga, (2014) found that 77.4% of the respondents indicated that they business had a board of directors and of those with boards, the study found that a majority of 63% comprised of between 6 – 10 family members. In Nigeria, Oluwatayo & Amole, (2014) found that the most common organizational structure types in the architectural firms in the study were the formalized and adhoc structures.

2.2.3 Organizational Culture
Every company has a unique organizational culture which it derives from its past, its present, its current people, technology and physical resources and from the aims, objectives and values of those who work in the organization. Culture also influences the selection of people for particular jobs, which in turn affects the way in which tasks are carried out and decisions are made in an organization Shermon, (2004). According to PWC, (2018) The values of a company are the operating beliefs and principles that guide behavior among not just the leadership, but also its employees. These concepts often manifest in the company’s culture. They affect not just what a company says but also what it does. Strong values are usually reflected in company policies which express zero tolerance to deliberate non-compliance and whose disciplinary procedures reflect how seriously a breach is to be treated.

The succession and leadership development process must be reinforced by an organizational culture characterized by strong and visible CEO commitment to leadership development and facilitated by among other factors a culture that values learning and development Groves, (2007). When overlooked, organizational/cultural barriers can create significant factors that are hard to overcome when actively attempting to move from the development of a succession plan to the hiring and training of a new successor Gordon & Overbey, (2018). In certain African cultures for instance, it was expected that the business should not continue since wealth is expected to be shared equally among the offspring of the founder as opposed to being handed over to one for continuity. In addition, most cultures discouraged planning of succession as it was considered casting bad omen to the parents Maalu et al., (2013). In the PWC, (2018) study, just over half (54%) of Kenya family business respondents reported having documented their values.
The study found that 68% of Kenya respondents that had a clear sense of values felt that this helped attract potential joiners.

### 2.2.4 Organization Type

According to studies by Stokes & Blackburn, (2001) jointly-owned or managed businesses have more chance of survival than enterprises with sole ownership. In a study on architectural firms in Nigeria Raphael et al., (2019) classified the firms as Sole Proprietorship, Partnership and Limited Liability. A private limited company is thus more likely to have a succession planning and management blueprint than a partnership firm because at inception, private limited companies has a perpetual succession plan with clear structures and procedures. Partnerships on the other hand do not have perpetual succession and can be dissolved when some events occur like say death of a partner. Professional partnerships also tend to be based a lot on personal relations and trust thus the low percentage of partnership firms with SP&M programs Ogutu, (2016).

In the study, Ogutu, (2016) found that 75 percent of quantity surveying firms with systematic SP&M programs were private limited companies representing about 33 percent of the total private limited companies sampled.

### 2.2.5 Organizational Systems

According to a Kenya Business Survey, any successful business will need professional systems and processes to foster growth and innovation PWC, (2016). For Family businesses, this includes planning for the future of the family as well as the future of the firm. PWC, (2016). This study looks at two main systems and policies; The knowledge management systems and the training and development systems. A study by Maalu et al., 2013) on SME’s in Kenya found that a large proportion of 52% indicated having documented business processes and procedures. In a study on internal organization of construction firms in Kenya, Kuria & Kimutai, (2018) found that these firms should also ensure an elaborate communication system is put in place and shared values within the firm are well laid out.

#### 2.2.5.1 Knowledge Management

Knowledge management is crucial in ensuring the success of the firm. With many firms in Kenya being first generation firms, knowledge management and transfer become
crucial to the succession planning and management. Business succession from one generation to another is conceptualized as a process of knowledge transfer, integration and creation Bracci & Vagnoni, (2011). According to Alavi & Leidner, (2001) In the case of family businesses as stated by Boyd & Royer, (2012) it is easier to transfer such knowledge that can be only appropriated in learning by doing processes since family internal successors “grow up” in the family business and the related networks. Fisher (2003) asserts that in creative environments, knowledge management can support a design culture of knowledge creation and learning as solving design problems requires more knowledge than one person possesses.

According to Durst & Edvardsson, (2012), most SMEs have no explicit policy targeted at strategic knowledge management, and they tend to treat knowledge management on an operational level at the level of systems and instruments. However, in terms of structure, SMEs have distinct advantages when it comes to implementing knowledge management as they have a simple, flatter and less complex structure. It is often more difficult for owner-managers to recognize and acknowledge the need for knowledge management Wong & Aspinwall, (2004). In a study by Oluoch & Wachira-towey, (2012) on knowledge management in quantity survey firms in Kenya found that in 75% of the firms surveyed, it is not company policy to record their information and the gathering and documentation of new information is done by the employees out of their own personal initiative. There was also no requirement exists to record new experiences and skills acquired over the course of employment.

2.2.5.2 Training and Development Policies
Leaders will not be prepared to lead large companies unless each job is much more complex than the one before. Leaders must be immersed in complexity repeatedly in their careers. As they practice sorting through it, they learn to deal with it. Training and development programs with regards to succession planning can either be closed or open. A closed program is treated as top secret as managers assess the individual potential of their employees without the input of those affected by the assessment process. The decisions about whom to develop and how to develop them are limited to a need-to-know basis thus individual career goals may or may not influence these decisions. Top managers are the sole owners of the program and permit little or no communication about it. On the other hand, an open program is transparent and is treated with candor. Work
requirements, competencies, and success factors at all levels are identified and communicated Rothwell, (2010).

Firms could consider internal talent development processes such as talent acquisition and development to build the executive talent pipeline Schepker, Kim, Patel, Thatcher, & Campion, (2017). Through this programs people are identified within the organization who, with some development, could have the potential qualifications to be top managers. They are provided with the training and coaching needed to make sure they have the qualities and competencies necessary to immediately assume vacated top management positions when they open up Dahlke, (2012) However according to Skipper & Bell, (2008) research on construction project managers indicates the executives were erroneous in their selection criteria approximately 30–40 percent of the time. It is because this approach assumes that corporations can accurately predict who their future leaders will be at a relatively junior age in terms of experience and that they will not leave. It also assumes those not selected are undeserving or will not benefit of the training. The authors propose.

According to Ulrich & Dulebohn, (2015) workers should be rewarded on the basis of their productivity as it would increase productivity and decrease turnover. Incorporating leadership development and succession planning responsibilities into managerial job expectations and performance appraisal criteria are effective means of ensuring that succession planning is a top priority among managers at all levels Groves, (2007). Leadership effectiveness is examined between two poles of effective and ineffective with the leader’s performance falling at varying points on the continuum. Leader effectiveness is an important concept because it can have a direct impact on organizational success Gordon & Overbey, (2018).

According to Njigua, (2014) in their study on succession planning in NGO’s in Kenya, very few organizations regularly evaluated the directors; in fact, a majority did not. However, in studying quantity surveying firms in Kenya, Oluoch & Wachira-towey, (2012) found that all respondents in the firms surveyed underwent some form of evaluation on the quality and efficiency of their work. Of the firms studied, 45% of those based their evaluation the speed of completion of assignments; 26% based it on the accuracy of undertaken assignments regardless of the time taken to complete them; 19%
based it on the employee’s ability to generate and share knowledge with other people in the firm.

2.3 Leaders Attributes and Succession Planning

Many incumbent CEOs according to Sharma, Chrisman, & Chua, (2003) avoid facing the succession problem. In a study focusing on family firms, they conclude that incumbents should avoid the delusion that the presence of a trusted successor is all that is required for succession. Without the wholehearted commitment of the incumbent and the family to the process, it may be better to plan to sell the business than to plan for the transfer of leadership to the next generation.

Owners managers according to Wong & Aspinwall, (2004) often focus their attention on core business processes, at the expense of other issues and can be under a great deal of stress, continuously badgered by their past that can lead to hostile wishes against, all individuals in a position of authority. This can lead to the argument that there is no one good enough to take over, a statement with the implicit message that there is no alternative but to stay on, a demonstration of a rather insincere reluctance DeVries, (1971). Therefore, it is critical as suggested by Bracci & Vagnoni, (2011) for the incumbent generation to allow the new generation to take part in the decision-making process, and to contribute with their stock of knowledge. They conclude that the incumbent should then accept to consider new ways of doing operations, and new ideas coming from the new generation.

2.3.1 Leadership Style

Succession in small firms is primarily led by the incumbent president of a business who will, in large part, initiate and control the process Sharma et al., (2003). Leadership is a process of social influence in which one person is able to enlist the aid and support of others in the accomplishment of a common task. the reality of leadership is very complex; intrapersonal factors such as thoughts and emotions interact with interpersonal processes such as attraction, communication, influence, to have effects on a dynamic external environment Chemers, (1997). The successful entrepreneur who manages to lead the enterprise through the formative period of development into a stage of growth and maturity tends to follow a path which eventually may lead to his own functional self-elimination DeVries, (1971).
In his book Burns, (1978) splits leadership into two distinct disciplines of transactional and transformational leadership. Transactional leadership occurs when one person takes the initiative in making contact with others for the purpose of an exchange of valued things. The exchange could be economic or political or psychological in nature. On the other hand, transformational leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. This is because it raises the level of human conduct and ethical aspiration of both leader and led, and thus it has a transforming effect on both. This means that transformational leadership positively affects successors.

A study by Karanja, (2015) comparing the transformative and directive styles of leadership in Kenyan MSMEs established that a majority of the respondents (63.6%) said that the founder’s leadership style affected performance to a great extent. The study indicated that the respondents favored transformational leadership over directive leadership which led to better performance by employees.

### 2.3.2 Personality Traits

The Big Five is currently the most comprehensive and widely accepted taxonomy of personality traits, and researchers interested in the organizational outcomes of personality have increasingly adopted the Big Five dimensions as the most useful framework. The taxonomy is made up of the following five dimensions; openness, conscientiousness extraversion, agreeableness, and neurotism, abbreviated as OCEAN. Openness to experience describes the breadth, depth, originality, and complexity of an individual’s mental and experiential life Anderson, Spataro, & Flynn, (2008). Conscientiousness reflects dependability; that is, being careful, thorough, responsible, organized, and planful. It incorporates volitional variables, such as hardworking, achievement-oriented, and persevering Barrick & Mount, (1991). Extraversion implies an “energetic approach to the social and material world and includes traits such as sociability, activity, assertiveness, and positive emotionality; Agreeableness has been likened to friendliness. Agreeable people according to Anderson et al., (2008) are not motivated to attain power and will not strategically network. Traits associated with this dimension include being courteous, flexible, trusting, good-natured, cooperative, forgiving, soft-hearted, and tolerant. The neuroticism dimension reflects individual differences in negative emotionality.
Consistent with expectations, extraverts attained more influence in a team-oriented organization, whereas conscientious individuals attained more influence in an organization in which individuals worked alone on technical tasks Anderson et al., (2008). Agreeable individuals are described as caring and emphatic to others. This suggests leaders high on agreeableness are likely to treat employees in a fair and respectful manner and to attempt to not offend them. Leaders high on neuroticism are seen as anxious, depressed, stressed, and moody and thus such leaders are less likely to be seen as role models Kalshoven, Hartog, & Hoogh, (2011). A study by Wong & Aspinwall, (2004) found that the founders of SMEs that are the main stumbling block to the knowledge management process are those that have a personality that hoards knowledge, controls every aspect of their business, discredits trust and punishes mistakes.

2.3.3 Leadership Knowledge and Competencies
In defining competencies Charan, (2008) quotes Callas-Miller, who states that competencies are viewed as the visible skills and behaviors that are a part of a person’s overall leadership capabilities. Adopting core competencies is a primary motivator in achieving succession planning. This was seen as important criteria for identifying potential replacements throughout the organization. Individual competencies that promote learning, flexibility and adaptability are seen as contributing to the success of the entire organization. It then follows that all individual employees can also exhibit a set of competencies that are “core” or specific to the organization Chan, (2006).

In a study on library performance management Chan, (2006) concluded there are 11 competencies which all managers are required to demonstrate: communication skills; interpersonal skills; customer service; analytical skills; accountability; adaptability; technological competence; planning and organizing skills; knowledge of the organization; creativity/innovation and leadership. These competencies reflect the “soft skills” that have gained importance in the workplace. The study links the competencies of problem solving, critical thinking, creativity and innovation, and planning and organization are related to intelligence, while those of teamwork, customer service, interpersonal skills and leadership are related to conscientiousness and organizational citizenship behavior.

According to Oluwatayo & Amole, (2011), the experience of partners in an architectural form positively influences performance however the education level of the principal
partners did not influence the performance of the firms. According to a study by Perrenoud & Sullivan, (2017) on construction company executives, the average tenure of the executives was 20 years pointing to the infrequency of leadership transitions in construction companies. The company founders who were interviewed had held the executive position an average of 29 years. In addition, experienced workers have built a social network of people who help them accomplish their goals Rothwell, (2010).

2.4 Successors Attributes and Succession Planning
When successful companies fall apart after the dynamic successful leader leaves, it indicates that no one was prepared to take on the mantle of leadership Gordon & Overbey, (2018). In order for succession to succeed it is necessary to devise a future competency model that describes the characteristics of individuals who will be aligned with organizational strategies and objectives for the long term (Rothwell, 2002). This is because regardless of the industry or organizational type, a qualified successor is expected to be a well-rounded leader who is competent in a multitude of managerial and leadership areas Gordon & Overbey, (2018).

According to (Groves, 2007), in order for organizations to build a successful leadership pipeline they must ensure a flexible and fluid succession planning process by avoiding heir apparent designations, frequently updating lists of high potentials based on project-based performance, and basing succession decisions on a diverse pool of candidates. There is need for the successor to accept the existing stock of intellectual capital, appreciating the previous generation’s knowledge and contribution to the firm Bracci & Vagnoni, (2011). African family businesses appear to place less importance on the successor’s demonstration of full commitment before succession Gatende, (2014). This is especially tragic given the fact that most architectural firms in Kenya are owned by Africans.

2.4.1 Managerial Knowledge and Competencies
A successor needs skills and abilities to lead a business and such may be gained from development and grooming. Managerial skills are mainly acquired from learning and development Gitonga, (2014). In order to assess successor competency within the family business, Chrisman, Chua, & Sharma, n.d. proposes assessment on the following; education; experience in the family business; experience outside the family business; past
performance; financial skills; marketing/sales skills; strategic-planning skills; technical skills; decision-making abilities and interpersonal skills. Education especially, can give successors an ability to grasp the management concepts and use them in their business. It also exposes the potential successor to new ideas and trends in management as well as technology Sardeshmukh & Corbett, (2011).

A study by Kuria & Kimutai, (2018) on internal organization in construction firms in Kenya concluded that the technical skills and competencies of the employees are the main predictor of project performance. Focusing on architectural firms’ workforce and performance, Oluwatayo & Amole, (2011) found that professional service firms seeking to improve performance should pay attention to the skilled professionals. A study on construction companies found that the average successor had 15 years of experience in the industry, and 87% had worked their way up in the industry. The majority of the successors had attended a university, with 75% of them receiving bachelor’s degrees Perrenoud, (2012). In studying the career lengths of senior managers of Top 100 companies Gitonga, (2014) found that 13% of the Senior Managers had been in the career for less than 2 years, 80% had a career spanning 3 – 8 years while 7% had a career of above 9 years. Forty-four point four (44.4%) of the respondents had external work experience while 55.6% of the respondents had been working in the same organization. Similarly, 46% of the respondents indicating that they had worked for less than 2 years outside the company while 54% indicated that they had been working in an outside company for between 3-8 years.

2.4.2 Successors’ Personality Traits

A study by (Chrisman et al., n.d.) found that integrity and commitment to business were the most important attributes of the successors. In addition Gitonga, (2014) finds that self-efficacy; defined as the belief in one’s fundamental abilities and strengths to successfully accomplish something; affects successor development positively. In the push to ensure that leaders have a legacy and impact upon the future, a focus on succession planning also endorses a “just like me” method for seeking successors who are similar to the current leader in aptitude, thoughts, and likely demographic characteristics. This in turn has led to the suppression in the advancement of women candidates to higher leadership roles Gordon & Overbey, (2018).
According to Ahrens, Landmann, & Woywode, (2015) with regards to family business, there are gender preferences that favor male family heirs in CEO successions in family firms. In a study by Martin, (2001) this study of 128 companies from Midland, with less than 50 employees, no company selected a female successor despite strong existing candidates, whether relatives or internal managers. Although female relatives benefited from resources for holidays or home improvements, only male relatives were seen as “heirs apparent” in terms of work status and treatment. Female relatives were neither developed nor encouraged as managers, despite frequently acting as mentors and trainers for the selected male successor. According to Gordon & Overbey, (2018) studies show that daughters are only considered as potential successors if they are an only child or all the children are female. There is a bias against females when it comes to succession planning, especially when there is a male child and the industry is typically male dominated.

However, times are changing in the arena according to Humphreys, (2010) who finds that the fathers’ mentoring support of their successor daughters inadvertently contributes to the modification of traditional gender roles and the role men play among women who seek to change their status. For male dominated industries according to Glover, (2010) there is a potential threat to the daughter’s position as a partner, as a result of her father’s favoritism of male employees, which is also an issue that is centered on the present situation rather than a future-orientated issue. This could also be related to the paternalistic attitude of family business owners towards their employees. It is because of these that women leaders indicate that their journey to leadership relied on having the right skills and education to manage and lead their family firms Humphreys, (2010). Women are seeking training and advanced degrees at higher and faster paces than their male counterparts Gordon & Overbey, (2018).

2.4.3 Commitment and Willingness to Take Over
The extent and quality of the successor’s participation in the company is considered very important for both family firms and non-family firms Chrisman et al., n.d.; Ibrahim et al., (2004). This is especially true for larger firms. In family businesses, the family dynamics must be considered when selecting one member as a successor, in order to maintain family continuity and harmony. However, the family member who is identified may be unable to take the reins due to stage of life factors. These barriers include difficulties in
succeeding owing to parental responsibilities, children holding negative perceptions of the business or the owner being without biological children/heirs. In these cases, the identified family member may be qualified and willing, but unable to move into the position Gordon & Overbey, (2018). Others may also refrain from taking over given the reluctance of the owner or leaders persistence to stay in their position (Ibrahim et al., 2004).

A study by Ogutu, (2016) point to the fact that partnerships or directorship in Quantity Surveying firms are first and foremost dependent on a personal relationship before they are business ventures. The study concludes that partners or prospective partners and directors must fully be trusted to be part owners first before their entrepreneurial ability and strategic value is taken into consideration; in that, trust, represent the moral dimension of an individual and his philosophy towards work which are far much valued than other qualities.

### 2.4.4 Source of Successor

External development according to Gitonga, (2014) is significant as employees who had earned experience from outside the firm may be more willing to take risks in business and also, they may bring in new better ideas and implement change. According to Rothwell, (2010), people hired from outside however represent a gamble. They are thought to have little stake in the organization’s status quo, though they may have valuable knowledge in which the organization is otherwise deficient. They may generate conflict trying to put new ideas into action. That conflict may be destructive or constructive. Their track records are difficult to verify, and their ability to work harmoniously in a new corporate culture may be difficult to assess Rothwell, (2010).

With regards to family businesses Boyd & Royer, (2012) argue that in industries where tacit knowledge forms the basis for competitive advantage, the use of internal successors can help family firms excel after a transition of power has occurred. They however caution that it is necessary to create rules that foster transparent and efficient succession processes and strive to keep the family strengths and specificities alive. While performing a meta-analysis study on the effect of CEO selection and strategic change on performance, Schepker et al., (2017) find that outside CEO succession negates long-term performance by enhancing strategic change, the same study finds that inside CEO
succession has a significant positive influence, but only on long-term performance through lower strategic change.

2.5 Chapter Summary

This Chapter two has focused on literature review regarding succession planning, the organizational factors and their effect on succession planning, the leader’s attributes and finally the attributes of the successors. The literature has revealed that multiple studies have looked into succession planning and they have arrived at varying conclusions regarding its importance with a majority agreeing that it is crucial for the survival of a firm, the studies have also looked at the various organizational factors but not in a combined manner. The literature has also revealed varying attributes for both the leaders and the successors but they have not made an effort to correlate both to check the similarities. There is very little literature with regards to Kenyan architectural firms and therefore the literature has relied on research on similar industries such as quantity surveying and engineering to form a basis. Research on family businesses and SMEs has also been used. The study therefore moves to Chapter three to determine the methodology it will use to conclude on its objectives.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter describes the research methodology the author intended to use. Section 3.2 focuses on the research design, section 3.3 focuses on the population and sampling design which mainly focused on the chosen population of architectural firms and the sampling technique and size. The following section 3.4 focuses on the method of data analysis and finally the chapter ends with a summary in section 3.5.

3.2 Research Design
According to Cooper & Schindler (2014) Research design constitutes the blueprint for the collection, measurement, and analysis of data. Saunders, Lewis & Thornhill (2016) describe research design as the general plan of how one goes about answering their research questions. They further state that the nature of the research may be either exploratory, descriptive, explanatory, evaluative or a combination of these. This study was a descriptive study which states are more formalized studies that are typically structured with clearly stated hypotheses or investigative questions. Descriptive studies attempt to describe or define a subject, often by creating a profile of a group of problems, people, or events. Such studies may involve the collection of data and the creation of a distribution of the number of times the researcher observes a single event or characteristic; known as a research variable; or they may involve relating the interaction of two or more variables Cooper & Schindler, (2014). A descriptive study according to Sekaran & Bougie, (2016) one does not develop a theoretical framework to develop and test hypotheses. This enabled the study to bring out critical information in great depth by using quantitative data.

The selected variables are split into two, the dependent and independent variables. According to Cooper & Schindler (2014) the descriptive study does not explain why an event has occurred or why the variables interact the way they do. For purposes of this study, the dependent variable was succession planning, while the independent variable was the internal firm factors. These were split into three, namely; organizational factors, leadership attributes and successor attributes.
3.3 Population and Sampling Design

3.3.1 Population
The population is defined as those people, events, or records that contain the desired information and can answer the measurement questions and then determine whether a sample or a census is desired Cooper & Schindler, (2014). However according to Greener (2008) a population the full universe of people from which a sample is selected. The population for this study were the architectural firms in Nairobi. According to the list by BORAQS, there were 123 registered architectural firms in Nairobi - Kenya in the year 2019/2020, and were distributed as shown in Table 3.1.

Table 3.1 Population Distribution

<table>
<thead>
<tr>
<th>Registration Type</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sole Proprietorship</td>
<td>21</td>
<td>17.1</td>
</tr>
<tr>
<td>Limited Liability Partnership</td>
<td>23</td>
<td>18.7</td>
</tr>
<tr>
<td>Limited Liability Company</td>
<td>79</td>
<td>64.2</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>123</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Board of Registration of Architects and Quantity Surveyors (2019)

3.3.2 Sampling Design
A sample as defined by Sekaran & Bougie (2016) as the process of selecting the right individuals, objects, or events as representatives for the entire population. In selecting a sample to study, it should represent the full set of cases in a way that is meaningful and which can be justified Saunders et al., (2016). There are several compelling reasons for sampling, including lower cost, greater accuracy of results, greater speed of data collection, and availability of population elements Cooper & Schindler, (2014).

3.3.2.1 Sample Frame
The sample frame according to Zikmund et al. (2010) is a list of elements from which the sample may be drawn. Zikmund further states that it often differs somewhat from the defined target population. Although the sampling frame is useful in providing a listing of each element in the population, it may not always be a current, up-to-date document. For instance, the names of members who have recently left the organization or dropped out, as well as members who have only recently joined the organization may not appear in the
organization’s payroll or registers on a given day. Hence, though the sampling frame may be available in many cases, it may not always be entirely correct or complete. When the sampling frame does not exactly match the population, a coverage error occurs Sekaran & Bougie, (2016). The sample frame for this study was the official list of registered architectural firms in Nairobi and was obtained from BORAQS.

3.3.2.2 Sampling Technique
This study used stratified sampling technique. Stratified random sampling is a modification of random sampling in which one divides the target population into two or more relevant and significant strata based on one or a number of attributes. In effect, the sampling frame is divided into a number of subsets. A random sample, simple or systematic, is then drawn from each of the strata. Consequently, stratified random sampling shares many of the advantages and disadvantages of simple random or systematic random sampling Saunders et al., (2016). Stratification is an efficient research sampling design technique that provides more information with a given sample size. Stratification should follow the lines appropriate to the research question. Sekaran & Bougie, (2016) for purposes of this study, the stratification was based on the registration status of the firms. This was split into the status the firms were registered as per the Companies of Kenya Act of 2015 Cap. 17 as shown on Table 3.1.

3.3.2.3 Sample Size
Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample Saunders et al., (2016). According to Cooper & Schindler (2014), the sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. The confidence level is a percentage or decimal that indicates the long-run probability that the results may be correct. Traditionally, researchers have used the 95 percent confidence level \( \alpha = 0.05 \). Zikmund et al., (2010). This study used the Yamane (1967) formula to determine its sample size, which assured that the study received a scientifically proportional sample that minimized the sampling error for the study. This gave the study a sample size of 55 firms that were distributed as indicated in Table 3.2 and the formula used was as shown:

\[
n = \frac{N}{1 + N(e)^2}
\]
Where:

\[ n = \text{Selected Sample Size} \]
\[ N = \text{Total Population} \]
\[ e = \text{Error Value (0.1)} \]

Thus:

\[ n = \frac{123}{1 + 123(0.1)^2} \]
\[ n = \frac{123}{1 + 1.23} \]
\[ n = \frac{123}{2.23} \]
\[ n = 55 \]

<table>
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<th>Registration Type</th>
<th>Number</th>
<th>Percentage</th>
<th>Sample Size</th>
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</thead>
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<td><strong>123</strong></td>
<td><strong>100</strong></td>
<td><strong>55</strong></td>
</tr>
</tbody>
</table>

### 3.4 Data Collection Methods

The preferred data collection method for this study was primary data collection in the form of questionnaires. Questionnaires can range from those that have a great deal of structure to those that are essentially unstructured. Questionnaires contain three categories of measurement questions: administrative questions; classification questions; target questions which are either structured or unstructured Cooper & Schindler, (2014). The study used targeted and structured questionnaires which were self-administered in nature. The questionnaires used a Likert-scale where respondents were asked to rate their opinions using a provided scale. The Likert-scale was used by the researcher because it allowed the researcher to easily compare the obtained results. Secondly, it made it easy for the respondents to understand the questions, and it allowed the researcher to make use of a quantitative analysis. Thirdly, the scale was used because it made it easy for the researcher to draw conclusions, as well as provide the study results using figures and tables.
The questionnaire was divided into four sections. Section A focused on the general information of the respondents, Section B focused on the effect of organizational factors on succession planning, Section C examined the influence of leaders’ attributes on succession planning, and Section D focused on examining the influence of successors attributes on succession planning.

3.5 Research Procedures
The research procedure according to Cooper & Schindler (2014) represents all the steps to acquire participants, informed consent, sampling methods and representativeness, and data gathering procedures. They emphasize that it should be described in sufficient detail to permit another researcher to repeat the research; with the exception when secrecy is imposed. It should be truthful and also indicate the sources of the data used. For purposes of this study, the researcher obtained and paid for a research permit permitting them to conduct a study within the Nairobi Jurisdiction which facilitated the collection of data. According to Zikmund et al. (2010), the data collecting stage is crucial, because the research project is no better than the data collected in the field. So, the research director must select capable people and trust them to gather the data Zikmund et al., (2010). The study questionnaires were thus administered physically by the author and the research assistants. Other questionnaires were sent via electronic mail to the respondents. The respondents took an average of three days to respond, with the whole exercise taking a total of two and a half weeks to collect all the questionnaires.

3.6 Data Analysis Methods
After quantitative data had been collected from a representative sample of the population, the next step was to analyze them to answer our research questions. However, before the analysis was done, some preliminary steps need to be completed. These help to ensure that the data are accurate, complete, and suitable for further analysis Sekaran & Bougie, (2016). According to Cooper & Schindler (2014) data analysis usually involves reducing accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques. Scaled responses on questionnaires and experimental instruments often require the analyst to derive various functions, as well as to explore relationships among variables. Researchers must interpret these findings in light of the research question or determine if the results are consistent with their hypotheses and theories.
After data was obtained through questionnaires, the data was cleaned, coded, keyed in, and edited. The outliers, inconsistencies, and blank responses, if any, were handled by being removed from the final analysis. The SPSS tool was used to analyze data quantitatively. Descriptive statistics which includes measures of central tendencies, such as frequency distribution, means, and standard deviation were used to analyze the data. These tools of analysis were used for instance to determine views of commonality and deviations from commonality. Inferential analysis comprising of correlation analysis and regression analysis were also employed in the study. These enabled the researcher in significantly portray the nature of influence the independent variables (organizational factors, leadership attributes and successor attributes) had on the dependent variable (succession planning). The linear regression analysis for the study was as follows:

\[ \gamma = a + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + e \]

Where: \( a \) = the constant (point at which line crosses Y axis)

\( \beta_1 \) = Organizational Factors

\( \beta_2 \) = Leadership Attributes

\( \beta_3 \) = Successor Factors

\( e \) = error (or residual) value

3.7 Chapter Summary

The chapter has described in detail the research design that was used in the study as descriptive in nature guided by the research questions. The population has also described as architectural firms registered in Kenya practicing in Nairobi. The sampling technique was stratified random sampling which allowed for a deeper analysis of the data. The sample size was determined using the Yamane formula that brought the data to a 95% confidence level. The data was collected by use of questionnaires administered to respondents. The research procedures followed have also been described in detail and the methods used in data analysis. The next chapter is the results and findings of the study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter provides the study’s results and findings. The chapter was guided by the study questionnaire, whereby, section 4.2 presents results for the general information, section 4.3 is the results for organizational factors and succession planning, section 4.4 focus on results for leaders attributes and succession planning, section 4.5 is the results for successors attributes and succession planning, and section 4.6 is the chapter summary.

4.1.1 Response Rate
The researcher and his assistants managed to distribute questionnaires to all the 55 targeted firms, but managed to collect 49. After the data cleaning and coding process, only 34 questionnaires were found to be fit for analysis, since they were completely filled and did not contain any errors. This provided the study with a response rate of 62% as indicated in Figure 4.1 and was appropriate for this study.

![Figure 4.1 Response Rate](image)

4.2 General Information

4.2.1 Gender
The study researcher requested the respondents to indicate their gender and the results were as shown in Figure 4.2. The figure shows that 85% of the respondents were male and 15% were female. This gender disparity may be explained by the nature of the industry, where males dominate the architectural industry in Kenya.
4.2.2 Role in the Firm

The study wanted to identify the role of the respondents in their respective firms and their response was as shown in Figure 4.3. The figure shows that 35% of the respondents were firm architects, 32% were firm partners/directors, 30% were graduate assistant architects, and 3% were managers. The results show that all the employee cadre in the firms were considered leading to comprehensive study results.

4.2.3 Level of Education

Respondents were requested to indicate the highest level of education they had attained, and Figure 4.4 shows that 41% of the respondents had attained their graduate masters degrees, 38% had attained their undergraduate degrees, 12% had attained their diplomas, and 9% had attained their post-graduate degrees (Ph.D). This indicates that employees in the architectural industry were well educated and could easily understand the questions being asked in the study.
4.2.4 Firm Registration

The study wanted to identify the manner in which the respective firms had been registered and the findings were as shown in Figure 4.5. The figure shows that 58% of the firms had been registered as limited liability companies (LTDs), 27% had been registered as sole proprietorships, and 15% had been registered as limited liability partnerships (LLPs). The results show that all types of firms were considered in the study which facilitated the acquisition of comprehensive study results.

4.2.5 Organizational Generation

The study examined the organizational generation of the various firms and the findings were as shown in Figure 4.6. The results showed that 47% of the firms were in the 3rd generation, 32% were in the 2nd generation, and 21% were still in their first generation. The results show that all generational firms were considered in the study which facilitated the acquisition of comprehensive study results.
4.2.6 Years in the Firm

The study wanted to identify the number of years the respondents had been with their respective firms and their response was as shown in Figure 4.7. The study shows that 29% of the respondents had been with their firms for 4-5 years, 23% had been with the firms for 1-3 years, 21% for less than 1 year, 18% for 10 years and above, and 9% for 6-10 years. The results show that the respondents were fit for the study based on the number of years they had been with their respective firms.

4.3 Organizational Factors and Succession Planning

4.3.1 Descriptive Analysis for Succession Planning

Table 4.1 shows that succession planning is important to the organization as approved to by 85.3% of the respondents, 8.8% were neutral, and 5.8% disagreed (M=4.21, SD=0.946). Succession planning in the organization is a planned process as approved to by 61.8% of the respondents, 23.5% were neutral, and 14.7% disagreed (M=3.74, SD=1.109). Succession planning in the organization is done for all positions as approved
to by 91.2% of the respondents, 5.9% were neutral, and 2.9% disagreed (M=4.50, SD=0.749). The succession planning process involves all key stakeholders as approved to by 61.8% of the respondents, 26.4% disagreed and 11.8% were neutral (M=3.47, SD=1.107).

The succession process within the organization is transparent and fair as approved to by 52.9% of the respondents, 29.4% were neutral, and 17.6% disagreed (M=3.41, SD=0.957). Succession planning affects employee retention and satisfaction as approved to by 50% of the respondents, 29.4% disagreed and 50.6% were neutral (M=3.18, SD=1.193). The organization has had a transition in leadership as approved to by 55.8% of the respondents, 26.4% disagreed, and 17.6% were neutral (M=3.38, SD=1.231). Succession planning in the firm is a board-driven process as approved to by 58.8% of the respondents, 32.4% were neutral, and 8.8% disagreed (M=3.74, SD=1.109).

Table 4.1 Descriptive Analysis for Succession Planning

<table>
<thead>
<tr>
<th>Succession Planning</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>M</th>
<th>Std.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Succession planning is important to the organization</td>
<td>2.9</td>
<td>2.9</td>
<td>8.8</td>
<td>41.2</td>
<td>44.1</td>
<td>4.21</td>
<td>.946</td>
</tr>
<tr>
<td>Succession planning in the organization is a planned process</td>
<td>2.9</td>
<td>11.8</td>
<td>23.5</td>
<td>32.4</td>
<td>29.4</td>
<td>3.74</td>
<td>1.109</td>
</tr>
<tr>
<td>Succession planning in the organization is done for all positions</td>
<td>0</td>
<td>2.9</td>
<td>5.9</td>
<td>29.4</td>
<td>61.8</td>
<td>4.50</td>
<td>.749</td>
</tr>
<tr>
<td>The succession planning process involves all key stakeholders</td>
<td>2.9</td>
<td>23.5</td>
<td>11.8</td>
<td>47.1</td>
<td>14.7</td>
<td>3.47</td>
<td>1.107</td>
</tr>
<tr>
<td>The succession process within the organization is transparent and fair</td>
<td>2.9</td>
<td>14.7</td>
<td>29.4</td>
<td>44.1</td>
<td>8.8</td>
<td>3.41</td>
<td>.957</td>
</tr>
<tr>
<td>Succession planning affects employee retention and satisfaction</td>
<td>11.8</td>
<td>17.6</td>
<td>20.6</td>
<td>41.2</td>
<td>8.8</td>
<td>3.18</td>
<td>1.193</td>
</tr>
<tr>
<td>The organization has had a transition in leadership</td>
<td>8.8</td>
<td>17.6</td>
<td>17.6</td>
<td>38.2</td>
<td>17.6</td>
<td>3.38</td>
<td>1.231</td>
</tr>
<tr>
<td>Succession planning in the firm is a board-driven process</td>
<td>5.9</td>
<td>2.9</td>
<td>32.4</td>
<td>29.4</td>
<td>29.4</td>
<td>3.74</td>
<td>1.109</td>
</tr>
</tbody>
</table>
4.3.2 Descriptive Analysis for Organizational Factors and Succession Planning

Table 4.2 shows that the organizational strategy is important to strategic planning as approved to by 64.7% of the respondents, 26.4% disagreed, and 8.8% were neutral (M=3.65, SD=1.228). Succession planning is part of the organization’s strategic plan as approved to by 52.9% of the respondents, 35.3% were neutral, and 11.8% disagreed (M=3.71, SD=1.031).

The organizational structure has a positive effect on succession planning as approved to by 44.1% of the respondents, 32.4% were neutral, and 23.5% disagreed (M=3.26, SD=0.994). The organization size affects the presence of succession planning in an organization as approved to by 50% of the respondents, 29.4% were neutral, and 20.6% disagreed (M=3.35, SD=1.070).

The organization culture affects the succession planning process as approved to by 41.2% of the respondents, 29.4% were neutral, and 29.4% disagreed (M=3.12, SD=1.200). The organizational culture did not encourage external successors as disapproved to by 44.1% of the respondents, 32.4% agreed, and 23.5% were neutral (M=2.91, SD=1.190). The organization type did not affect succession planning as disapproved to by 41.2% of the respondents, 32.3% agreed, and 26.5% were neutral (M=2.85, SD=1.048).

The organizations systems and processes are crucial to succession planning as approved to by 50% of the respondents, 29.4% were neutral, and 20.6% disagreed (M=3.47, SD=1.022). Knowledge management is crucial to succession planning as approved to by 64.7% of the respondents, 17.6% were neutral, and 17.6% disagreed (M=3.71, SD=1.115). The training and skills development provided is adequate and relevant for the firm’s succession journey as approved to by 88.3% of the respondents, 5.9% were neutral, and 5.8% disagreed (M=4.12, SD=0.880).
Table 4.2 Descriptive Analysis for Organizational Factors and Succession Planning

<table>
<thead>
<tr>
<th>Succession Planning</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>M</th>
<th>Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organizational strategy is important to strategic planning</td>
<td>2.9</td>
<td>23.5</td>
<td>8.8</td>
<td>35.3</td>
<td>29.4</td>
<td>3.65</td>
<td>1.228</td>
</tr>
<tr>
<td>Succession planning is part of the organization’s strategic plan</td>
<td>0</td>
<td>11.8</td>
<td>35.3</td>
<td>23.5</td>
<td>29.4</td>
<td>3.71</td>
<td>1.031</td>
</tr>
<tr>
<td>The organizational structure has a positive effect on succession planning</td>
<td>2.9</td>
<td>20.6</td>
<td>32.4</td>
<td>35.3</td>
<td>8.8</td>
<td>3.26</td>
<td>.994</td>
</tr>
<tr>
<td>The organization size affects the presence of succession planning in an organization</td>
<td>5.9</td>
<td>14.7</td>
<td>29.4</td>
<td>38.2</td>
<td>11.8</td>
<td>3.35</td>
<td>1.070</td>
</tr>
<tr>
<td>The organization culture affects the succession planning process</td>
<td>11.8</td>
<td>17.6</td>
<td>29.4</td>
<td>29.4</td>
<td>11.8</td>
<td>3.12</td>
<td>1.200</td>
</tr>
<tr>
<td>The organizational culture encourages external successors</td>
<td>8.8</td>
<td>35.3</td>
<td>23.5</td>
<td>20.6</td>
<td>11.8</td>
<td>2.91</td>
<td>1.190</td>
</tr>
<tr>
<td>The organization type affects succession planning</td>
<td>8.8</td>
<td>32.4</td>
<td>26.5</td>
<td>29.4</td>
<td>2.9</td>
<td>2.85</td>
<td>1.048</td>
</tr>
<tr>
<td>The organizations systems and processes are crucial to succession planning</td>
<td>0</td>
<td>20.6</td>
<td>29.4</td>
<td>32.4</td>
<td>17.6</td>
<td>3.47</td>
<td>1.022</td>
</tr>
<tr>
<td>Knowledge management is crucial to succession planning</td>
<td>2.9</td>
<td>14.7</td>
<td>17.6</td>
<td>38.2</td>
<td>26.5</td>
<td>3.71</td>
<td>1.115</td>
</tr>
<tr>
<td>The training and skills development provided is adequate and relevant for the firm’s succession journey</td>
<td>2.9</td>
<td>2.9</td>
<td>5.9</td>
<td>55.9</td>
<td>32.4</td>
<td>4.12</td>
<td>.880</td>
</tr>
</tbody>
</table>

4.3.3 Correlation Analysis for Organizational Factors and Succession Planning

Table 4.3 presents the correlation analysis between organizational factors and succession planning. The table shows that organizational factors were significant to succession planning ($r=0.654$, $p<0.01$). Organizational strategy was insignificant to succession planning ($r=0.019$, $p>0.05$). Organization structure was insignificant to succession planning ($r=0.130$, $p>0.05$). Organizational culture was insignificant to succession planning ($r=0.031$, $p>0.05$). Organization type was insignificant to succession planning.
(r=0.060, p>0.05). Organizational systems were insignificant to succession planning (r=0.040, p>0.05).

**Table 4.3 Correlation Analysis for Organizational Factors and Succession Planning**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Succession Planning</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Org. Factors</td>
<td>.654**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Org. Strategy</td>
<td>.019</td>
<td>-.146</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Org. Structure</td>
<td>.917</td>
<td>.410</td>
<td>.532**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Org. Culture</td>
<td>.130</td>
<td>-.034</td>
<td>.569**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Org. Type</td>
<td>.464</td>
<td>.850</td>
<td>.001</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Org. Systems</td>
<td>.430</td>
<td>.488</td>
<td>.574**</td>
<td>.452**</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

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

### 4.3.4 Regression Analysis for Organizational Factors and Succession Planning

#### 4.3.4.1 Model Summary between Organizational Factors and Succession Planning

Table 4.4 presents the regression model summary between organizational factors and succession planning. The R square value is presented as 0.428, this means that organizational factors influence succession planning by 42.8%, meaning that 57.2% may be clarified by other factors.

**Table 4.4 Model Summary: Organizational Factors and Succession Planning**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.654a</td>
<td>.428</td>
<td>.410</td>
<td>.60443</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Organizational Factors
4.3.4.2 ANOVA between Organizational Factors and Succession Planning

Table 4.5 presents the analysis of variance (ANOVA) between organizational factors and succession planning. The F great value of 23.897 df (1,32) <0.01 shows that the regression was fit for the study results. The table shows that there was a statistically significant variance between organizational factors and succession planning.

Table 4.5 ANOVA: Organizational Factors and Succession Planning

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>8.730</td>
<td>1</td>
<td>8.730</td>
<td>23.897</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>11.691</td>
<td>32</td>
<td>.365</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>20.421</td>
<td>33</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Organizational Factors
b. Dependent Variable: Succession Planning

4.3.4.3 Coefficients between Organizational Factors and Succession Planning

Table 4.6 presents the regression coefficients between organizational factors and succession planning, and this was presented as:

\[
\text{Succession Planning} = 2.448 + 0.467 \text{ Organizational Factors} + e
\]

The above equation indicates that organizational factors were a significant factor in succession planning as revealed by the p value that was <0.01. Thus, the equation shows that the connection between the two variables was that, a single unit increase in organizational factors would result in a 46.7% increase in succession planning.

Table 4.6 Coefficients: Organizational Factors and Succession Planning

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>2.448</td>
<td>.330</td>
<td>.330</td>
<td>7.423</td>
</tr>
<tr>
<td>Organizational Factors</td>
<td>.467</td>
<td>.095</td>
<td>.654</td>
<td>4.888</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Succession Planning
4.4 Leaders Attributes and Succession Planning

4.4.1 Descriptive Analysis between Leaders Attributes and Succession Planning

Table 4.7 shows that the firm is led by the founder as approved to by 85.3% of the respondents, 8.8% disagreed, and 5.9% were neutral (M=4.09, SD=0.965). The firm leader is willing to transfer leadership as approved to by 70.6% of the respondents, 23.5% were neutral, and 5.9% disagreed (M=3.97, SD=0.904).

The leaders allow for new ways and ideas from the next generation as approved to by 67.7% of the respondents, 17.6% were neutral, and 14.7% disagreed (M=3.79, SD=1.008). The leader believes there is a successor among the employees as approved to by 61.8% of the respondents, 29.4% disagreed, and 8.8% were neutral (M=3.56, SD=1.236).

The leadership style has an effect on succession planning as approved to by 61.8% of the respondents, 20.6% were neutral, and 17.6% disagreed (M=3.62, SD=1.074). The leader’s management experience affects succession planning as approved to by 58.8% of the respondents, 26.5% disagreed, and 14.7% were neutral (M=3.44, SD=1.186). The leader’s educational level in an architectural firm affects succession as approved to by 79.5% of the respondents, 11.8% were neutral, and 8.8% disagreed (M=4.03, SD=0.904).

The leader’s personality has an effect on succession planning as approved to by 61.8% of the respondents, 23.5% were neutral, and 14.7% disagreed (M=3.74, SD=1.024). The level of extraversion (sociable nature) in a leader affects succession planning positively as approved to by 76.4% of the respondents, 17.6% were neutral, and 5.9% disagreed (M=4.24, SD=0.955). Leaders whose personality hoards knowledge negatively affect succession as approved to by 55.9% of the respondents, 23.5% disagreed, and 20.6% were neutral (M=3.38, SD=1.015).
<table>
<thead>
<tr>
<th>Leaders Attributes</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>M</th>
<th>Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Firm is led by the founder</td>
<td>2.9</td>
<td>5.9</td>
<td>5.9</td>
<td>50</td>
<td>35.3</td>
<td>4.09</td>
<td>.965</td>
</tr>
<tr>
<td>The firm leader is willing to transfer leadership</td>
<td>0</td>
<td>5.9</td>
<td>23.5</td>
<td>38.2</td>
<td>32.4</td>
<td>3.97</td>
<td>.904</td>
</tr>
<tr>
<td>The leaders allow for new ways and ideas from the next generation</td>
<td>0</td>
<td>14.7</td>
<td>17.6</td>
<td>41.2</td>
<td>26.5</td>
<td>3.79</td>
<td>1.008</td>
</tr>
<tr>
<td>The leader believes there is a successor among the employees</td>
<td>2.9</td>
<td>26.5</td>
<td>8.8</td>
<td>35.3</td>
<td>26.5</td>
<td>3.56</td>
<td>1.236</td>
</tr>
<tr>
<td>The leadership style has an effect on succession planning</td>
<td>2.9</td>
<td>14.7</td>
<td>20.6</td>
<td>41.2</td>
<td>20.6</td>
<td>3.62</td>
<td>1.074</td>
</tr>
<tr>
<td>The leader’s management experience affects succession planning</td>
<td>5.9</td>
<td>20.6</td>
<td>14.7</td>
<td>41.2</td>
<td>17.6</td>
<td>3.44</td>
<td>1.186</td>
</tr>
<tr>
<td>The leader’s educational level in an architectural firm affects succession planning</td>
<td>0</td>
<td>8.8</td>
<td>11.8</td>
<td>47.1</td>
<td>32.4</td>
<td>4.03</td>
<td>.904</td>
</tr>
<tr>
<td>The leader’s personality has an effect on succession planning</td>
<td>0</td>
<td>14.7</td>
<td>23.5</td>
<td>35.3</td>
<td>26.5</td>
<td>3.74</td>
<td>1.024</td>
</tr>
<tr>
<td>The level of extraversion (sociable nature) in a leader affects succession planning</td>
<td>0</td>
<td>5.9</td>
<td>17.6</td>
<td>23.5</td>
<td>52.9</td>
<td>4.24</td>
<td>.955</td>
</tr>
<tr>
<td>Leaders whose personality hoards knowledge negatively affect succession</td>
<td>2.9</td>
<td>20.6</td>
<td>20.6</td>
<td>47.1</td>
<td>8.8</td>
<td>3.38</td>
<td>1.015</td>
</tr>
</tbody>
</table>

### 4.4.2 Correlation Analysis between Leaders Attributes and Succession Planning

Table 4.8 presents the correlation analysis between leaders’ attributes and succession planning. The table shows that leaders’ attributes were significant to succession planning ($r=0.781$, $p<0.01$). Leadership style was significant to succession planning ($r=0.843$, $p<0.01$). Personality traits were significant to succession planning ($r=0.667$, $p<0.01$). Leadership knowledge and competencies were significant to succession planning ($r=0.569$, $p<0.01$).
Table 4.8 Correlation Analysis between Leaders Attributes and Succession Planning

<table>
<thead>
<tr>
<th></th>
<th>Succession Planning</th>
<th>Leaders’ Attitude</th>
<th>Leadership Style</th>
<th>Personality Trait</th>
<th>Leadership Knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Succession Planning</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leaders’ Attitude</td>
<td>.781**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership Style</td>
<td>.843**</td>
<td>.734**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personality Trait</td>
<td>.667**</td>
<td>.733**</td>
<td>.595**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Trait</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>Leadership Knowledge</td>
<td>.569**</td>
<td>.804**</td>
<td>.400*</td>
<td>.398*</td>
<td>1</td>
</tr>
<tr>
<td>Knowledge</td>
<td>.000</td>
<td>.000</td>
<td>.019</td>
<td>.020</td>
<td></td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed)
* Correlation is significant at the 0.05 level (2-tailed)

4.4.3 Regression Analysis for Leaders Attributes and Succession Planning

4.4.3.1 Model Summary between Leaders Attributes and Succession Planning

Table 4.9 presents the regression model summary between leaders’ attributes and succession planning. The R square value is presented as 0.610, this means that leaders’ attributes influence succession planning by 61%, meaning that 39% may be clarified by other factors.

Table 4.9 Model Summary: Leaders Attributes and Succession Planning

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.781*</td>
<td>.610</td>
<td>.598</td>
<td>.49861</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Leaders Attributes

4.4.3.2 ANOVA between Leaders Attributes and Succession Planning

Table 4.10 presents the ANOVA between leaders’ attributes and succession planning. The F great value of 50.139 df (1,32) <0.01 shows that the regression was fit for the study results. The table shows that there was a statistically significant variance between leaders’ attributes and succession planning.
Table 4.10 ANOVA: Leaders Attributes and Succession Planning

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>12.465</td>
<td>1</td>
<td>12.465</td>
<td>50.139</td>
<td>.000a</td>
</tr>
<tr>
<td>Residual</td>
<td>7.956</td>
<td>32</td>
<td>.249</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>20.421</td>
<td>33</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Leaders Attributes
b. Dependent Variable: Succession Planning

4.4.3.3 Coefficients between Leaders Attributes and Succession Planning

Table 4.11 presents the regression coefficients between leaders’ attributes and succession planning, and this was presented as:

Succession Planning = 0.554 + 0.943 Leaders’ Attributes + e

The above equation indicates that leaders’ attributes were a significant factor in succession planning as revealed by the p value that was <0.01. Thus, the equation shows that the connection between the two variables was that, a single unit increase in leaders’ attributes would result in a 94.3% increase in succession planning.

Table 4.11 Coefficients: Leaders Attributes and Succession Planning

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td>.554</td>
<td>.491</td>
<td>1.128</td>
<td>.268</td>
</tr>
<tr>
<td>Leaders Attributes</td>
<td>.943</td>
<td>.781</td>
<td>7.081</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Succession Planning

4.5 Successors Attributes and Succession Planning

4.5.1 Descriptive Analysis for Successors Attributes and Succession Planning

Table 4.12 shows that the potential successor’s attributes affect succession planning as approved to by 67.6% of the respondents, 23.5% disagreed, and 8.8% were neutral (M=3.71, SD=1.194). There is need to designate an heir apparent in the succession plan as approved to by 52.9% of the respondents, 32.4% were neutral, and 14.7% disagreed (M=3.68, SD=1.065). Management competencies, technical skills and experience in successors affect succession planning as approved to by 47% of the respondents, 29.4% were neutral, and 23.5% disagreed (M=3.29, SD=1.001). Long experience in a business are positive towards consideration of a successor as approved to by 47.1% of the respondents, 35.3% were neutral, and 17.7% disagreed (M=3.35, SD=1.041). The personality traits of successors affect succession planning as approved to by 41.2% of the respondents, 29.4% were neutral, and 29.4% disagreed (M=3.15, SD=1.234).
The successors gender does not affect the succession plan as disapproved to by 47% of the respondents, 32.3% agreed, and 20.6% were neutral (M=2.91, SD=1.240). The successors commitment to the organization affects succession planning as approved to by 88.2% of the respondents, 5.9% were neutral, and 5.8% disagreed (M=4.09, SD=0.866). The successors willingness to take over affects the succession planning process as approved to by 53% of the respondents, 26.5% were neutral, and 20.6% disagreed (M=3.53, SD=1.051). Trust of a potential successor comes before technical skill and entrepreneurial ability as approved to by 61.8% of the respondents, 20.6% were neutral, and 17.6% disagreed (M=3.68, SD=1.121). The source of successors either within the organization or from outside the organization does not affect the succession planning process as disapproved to by 41.2% of the respondents, 32.4% agreed, and 26.5% were neutral (M=2.88, SD=1.094).

Table 4.12 Descriptive Analysis for Successors Attributes and Succession Planning

<table>
<thead>
<tr>
<th>Successors Attributes</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>M</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The potential successor’s attributes affect succession planning</td>
<td>2.9</td>
<td>20.6</td>
<td>8.8</td>
<td>38.2</td>
<td>29.4</td>
<td>3.71</td>
<td>1.194</td>
</tr>
<tr>
<td>There is need to designate an heir apparent in the succession plan</td>
<td>0</td>
<td>14.7</td>
<td>32.4</td>
<td>23.5</td>
<td>29.4</td>
<td>3.68</td>
<td>1.065</td>
</tr>
<tr>
<td>Management competencies, technical skills and experience in successors affect succession planning</td>
<td>2.9</td>
<td>20.6</td>
<td>29.4</td>
<td>38.2</td>
<td>8.8</td>
<td>3.29</td>
<td>1.001</td>
</tr>
<tr>
<td>Long experience in a business are positive towards consideration of a successor</td>
<td>5.9</td>
<td>11.8</td>
<td>35.3</td>
<td>35.3</td>
<td>11.8</td>
<td>3.35</td>
<td>1.041</td>
</tr>
<tr>
<td>The personality traits of successors affect succession planning</td>
<td>11.8</td>
<td>17.6</td>
<td>29.4</td>
<td>26.5</td>
<td>14.7</td>
<td>3.15</td>
<td>1.234</td>
</tr>
<tr>
<td>The successors gender affects the succession plan</td>
<td>8.8</td>
<td>38.2</td>
<td>20.6</td>
<td>17.6</td>
<td>14.7</td>
<td>2.91</td>
<td>1.240</td>
</tr>
<tr>
<td>The successors commitment to the organization affects succession planning</td>
<td>2.9</td>
<td>2.9</td>
<td>5.9</td>
<td>58.8</td>
<td>29.4</td>
<td>4.09</td>
<td>.866</td>
</tr>
<tr>
<td>The successors willingness to take over affects the succession planning process</td>
<td>0</td>
<td>20.6</td>
<td>26.5</td>
<td>32.4</td>
<td>20.6</td>
<td>3.53</td>
<td>1.051</td>
</tr>
<tr>
<td>Trust of a potential successor comes before technical skill and entrepreneurial ability</td>
<td>2.9</td>
<td>14.7</td>
<td>20.6</td>
<td>35.3</td>
<td>26.5</td>
<td>3.68</td>
<td>1.121</td>
</tr>
<tr>
<td>The source of successors either within the organization or from outside the organization affects the succession planning process</td>
<td>8.8</td>
<td>32.4</td>
<td>26.5</td>
<td>26.5</td>
<td>5.9</td>
<td>2.88</td>
<td>1.094</td>
</tr>
</tbody>
</table>
4.5.2 Correlation Analysis for Successors Attributes and Succession Planning

Table 4.13 presents the correlation analysis for successors attributes and succession planning. The table indicates that the successors’ attitude was significant to succession planning ($r=0.699$, $p<0.01$). Managerial knowledge and competencies were significant to succession planning ($r=0.760$, $p<0.01$). Successors’ personality traits were significant to succession planning ($r=0.538$, $p<0.01$). Commitment and willingness to take over was significant to succession planning ($r=0.518$, $p<0.01$). Source of successor significant to succession planning ($r=0.720$, $p<0.01$).

<table>
<thead>
<tr>
<th></th>
<th>Succession Planning</th>
<th>Successors Attitude</th>
<th>Managerial Knowledge</th>
<th>Successors Personality</th>
<th>Commitment</th>
<th>Source of Successor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Succession Planning</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Successors Attitude</td>
<td>.699**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managerial Knowledge</td>
<td>.000</td>
<td>.800**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Successors Personality</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.696**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Commitment</td>
<td>.001</td>
<td>.000</td>
<td>.000</td>
<td>.723**</td>
<td>.681**</td>
<td>1</td>
</tr>
<tr>
<td>Source of Successor</td>
<td>.002</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.473**</td>
</tr>
<tr>
<td>Successor</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.005</td>
</tr>
</tbody>
</table>

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

4.5.3 Regression Analysis for Successors Attributes and Succession Planning

4.5.3.1 Model Summary between Successors Attributes and Succession Planning

Table 4.14 presents the regression model summary between successors’ attributes and succession planning. The R square value is presented as 0.489, this means that successors’ attributes influence succession planning by 48.9%, meaning that 51.1% may be clarified by other factors.
Table 4.14 Model Summary: Successors Attributes and Succession Planning

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.699*</td>
<td>.489</td>
<td>.473</td>
<td>.57104</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Successors Attributes

4.5.3.2 ANOVA between Successors Attributes and Succession Planning

Table 4.15 presents the ANOVA between successors’ attributes and succession planning. The F great value of 30.625 df (1,32) <0.01 shows that the regression was fit for the study results. The table shows that there was a statistically significant variance between successors’ attributes and succession planning.

Table 4.15 ANOVA: Successors Attributes and Succession Planning

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>9.986</td>
<td>1</td>
<td>9.986</td>
<td>30.625</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>10.435</td>
<td>32</td>
<td>.326</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>20.421</td>
<td>33</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Successors Attributes
b. Dependent Variable: Succession Planning

4.5.3.3 Coefficients between Successors Attributes and Succession Planning

Table 4.16 presents the regression coefficients between successors’ attributes and succession planning, and this was presented as:

Succession Planning = 1.720 + 0.674 Successors’ Attributes + \( e \)

The above equation indicates that successors’ attributes were a significant factor in succession planning as revealed by the p value that was <0.01. Thus, the equation shows that the connection between the two variables was that, a single unit increase in successors’ attributes would result in a 67.4% increase in succession planning.

Table 4.16 Coefficients: Successors Attributes and Succession Planning

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.720</td>
<td>.420</td>
<td>4.098</td>
<td>.000</td>
</tr>
<tr>
<td>Successors Attributes</td>
<td>.674</td>
<td>.122</td>
<td>.699</td>
<td>5.534</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Succession Planning
4.5.4 Correlation Analysis for Study Factors and Succession Planning

Table 4.17 presents the correlation analysis for the study factors and succession planning. The table shows that organizational factors were significant to succession planning ($r=0.654$, $p<0.01$). Leaders’ attitude was significant to succession planning ($r=0.781$, $p<0.01$). Successors’ attitude significant to succession planning ($r=0.699$, $p<0.01$).

<table>
<thead>
<tr>
<th>Succession Planning</th>
<th>Organizational Factors</th>
<th>Leaders Attitude</th>
<th>Successor Attitude</th>
</tr>
</thead>
<tbody>
<tr>
<td>Succession Planning</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational</td>
<td>.654**</td>
<td>.495**</td>
<td></td>
</tr>
<tr>
<td>Factors</td>
<td>.000</td>
<td>.003</td>
<td></td>
</tr>
<tr>
<td>Leaders</td>
<td>.781**</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Attitude</td>
<td>.000</td>
<td>.003</td>
<td></td>
</tr>
<tr>
<td>Successor</td>
<td>.699**</td>
<td>.602**</td>
<td>.568**</td>
</tr>
<tr>
<td>Attitude</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
</tbody>
</table>

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

4.5.5 Regression Analysis for Study Factors and Succession Planning

4.5.5.1 Model Summary between Study Factors and Succession Planning

Table 4.18 presents the regression model summary between the study factors (organizational factors, leaders’ attitude, and successors’ attributes) and succession planning. The R square value is presented as 0.742, this means that organizational factors, leaders’ attitude, and successors’ attributes influence succession planning by 74.2%, meaning that 25.8% may be clarified by other factors.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.862a</td>
<td>.742</td>
<td>.716</td>
<td>.41887</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Organizational Factors, Leaders Attitude, Successors Attributes

4.5.5.2 ANOVA between Study Factors and Succession Planning

Table 4.19 presents the ANOVA between the study factors (organizational factors, leaders’ attitude, and successors’ attributes) and succession planning. The F great value of 28.796 df (3,30) <0.01 shows that the regression was fit for the study results. The table
shows that there was a statistically significant variance between the study variables (organizational factors, leaders’ attitude, and successors’ attributes) and succession planning.

Table 4.19 ANOVA: Study Factors and Succession Planning

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>15.157</td>
<td>3</td>
<td>5.052</td>
<td>28.796</td>
<td>.000a</td>
</tr>
<tr>
<td>Residual</td>
<td>5.264</td>
<td>30</td>
<td>.175</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>20.421</td>
<td>33</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Organizational Factors, Leaders Attitude, Successors Attributes
b. Dependent Variable: Succession Planning

4.5.5.3 Coefficients between Study Variables and Succession Planning

Table 4.20 presents the regression coefficients between the study factors (organizational factors, leaders’ attitude, and successors’ attributes) and succession planning, and this was presented as:

Succession Planning = 0.318 + 0.173 Organizational Factors + 0.618 Leaders Attributes + 0.253 Successors’ Attributes + ε

The above equation indicates that all the study factors were significant factor succession planning as revealed by the p value that was <0.05. The equation also shows that a single unit increase in organizational factors would result in a 17.3% increase in succession planning when all factors were combined. A single unit increase in leaders’ attitude would result in a 61.8% increase in succession planning when all factors were combined. A single unit increase in successors’ attitude would result in a 25.3% increase in succession planning when all factors were combined.

Table 4.20 Coefficients: Study Factors and Succession Planning

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>.318</td>
<td>.421</td>
<td></td>
<td>.754</td>
</tr>
<tr>
<td>Organizational Factors</td>
<td>.173</td>
<td>.085</td>
<td>.242</td>
<td>2.025</td>
</tr>
<tr>
<td>Leaders Attributes</td>
<td>.618</td>
<td>.140</td>
<td>.512</td>
<td>4.426</td>
</tr>
<tr>
<td>Successors Attributes</td>
<td>.253</td>
<td>.121</td>
<td>.263</td>
<td>2.085</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Succession Planning
4.6 Chapter Summary

This chapter has provided the study’s results and findings. The chapter was guided by the study questionnaire, whereby, it had provided detailed findings of the general information, organizational factors and succession planning, leaders attributes and succession planning, and successors attributes and succession planning. The next chapter presents the discussions, conclusions and recommendations for the study.
CHAPTER FIVE
5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter concludes the study by providing detailed discussions of the study findings and providing the study’s conclusions. Section 5.2 of the study focuses on the summary of the study findings, Section 5.3 focuses on the study discussions, Section 5.4 provides the study conclusions, and Section 5.5 provides the study recommendations based on the study findings.

5.2 Summary of the Study
The purpose of this study was to explore the effect of internal firm factors on the succession planning of architectural firms’ management. The study sought to examine how do internal organizational factors contribute to succession planning in architectural firms in Nairobi, how do leaders’ attributes influence succession planning in the architectural firms in Nairobi, and what are the effects of successors attributes on the succession planning in the architectural firms in Nairobi?

This study was descriptive in nature; thus, it applied the descriptive research design. The population for this study were the architectural firms in Nairobi who were 123 in number. The sample frame for this study was the official list of registered architectural firms in Nairobi and was obtained from BORAQS. This study used stratified sampling technique where the population was divided according to the type of business registration. The Yamane (1967) formula was used to determine its sample size of 55 firms. The preferred data collection method for this study was primary data collection in the form of questionnaires that were self-administered in nature, and were piloted before the actual data collection process. The study employed qualified research assistants who administered the questionnaires to the respondents physically. After data had been collected, it was cleaned, coded, keyed in, and edited in the SPSS tool for analysis. Descriptive statistics which includes measures of central tendencies, such as frequency distribution, means, and standard deviation were used to analyze the data. Inferential analysis comprising of correlation analysis and regression analysis were also employed in the study, and the results were presented using tables and figures.
The study revealed that the organizational strategy is important to strategic planning in architectural firms in Nairobi, since it is part of the organization’s strategic plan. The organizational structure has a positive effect on succession planning, and the firm size affected the presence of succession planning in these organizations. The organizational culture affected the succession planning process, since it did not encourage external successors. The type of organization did not affect succession planning; however, organizational systems and processes were crucial to the planning. Knowledge management was crucial to succession planning. Training and skills development provided by firms was adequate and relevant for the firms’ succession journey.

The study showed that the firms were led by their founders, and their leaders were willing to transfer leadership, since they allowed for new ways and ideas from the next generation. The leaders believed there was a successor among the employees, and their leadership style had an effect on succession planning. The leaders’ personality, educational level, management and experience affected succession planning. The level of extraversion (sociable nature) in a leader also affected succession planning positively, since leaders whose personality hoards knowledge negatively affects succession planning. This is in line with the authors thoughts and the literature studied.

The study indicated that the potential successor’s attributes affected succession planning because of the need to designate an heir apparent in the succession plan. Management competencies, technical skills and experience of the successors affect succession planning, especially the long experience in business being positive towards their consideration. The personality traits of successors affect succession planning, but their gender did not. Their commitment to the organization, and willingness to take over affected succession planning in the firms. Trust of potential successors came before technical skills and entrepreneurial ability, and the source of successors either within the organization or from outside the organization did not affect the succession planning process of the firms.

5.3 Discussions

5.3.1 Organizational Factors and Succession Planning
The study showed that the organizational strategy is important to strategic planning. This agrees with Gordon & Overbey (2018) who state that succession planning therefore is a
long-term strategy employed by many organizations to promote organizational sustainability. Barnett & Davis (2008) observed that comprehensive succession plans provide the processes and structure for identifying and understanding the leadership talent in the organization, and secondly, they emphasize and facilitate ongoing learning and development for the organization’s most talented leaders. The study revealed that the succession planning is part of the organization’s strategic plan. This agrees with Groves (2007) who states that, succession planning is a strategy employed by many organizations to be able to recruit and promote employees into leadership roles, and this promotes retaining organizational memory, allows continuity in strategic direction, and reinforces organizational culture.

The study indicated that the organizational structure has a positive effect on succession planning. This agrees with Oluwatayo & Amole (2014) who state that the survival and success of these firms may depend on how well these principals organize the firms. With professional service firm’s individual responsibility for task performance is high because of the levels of uncertainty of workflow and task interdependence. The study showed that the organization size affects the presence of succession planning in the organizations. This is in agreement with Taylor & Mcgraw (2006) who state that the size of the organization is a significant predictor of likelihood of having a succession management plan in place. Wong & Aspinwall (2004) state that, the succession process in small family companies differs from the succession in large family companies.

The study revealed that the organization culture affects the succession planning process. This agrees with Groves (2007) who states that the succession and leadership development process must be reinforced by an organizational culture characterized by strong and visible CEO commitment to leadership development and facilitated by among other factors a culture that values learning and development. The study showed that the organizational culture did not encourage external successors. This is in agreement with Gordon & Overbey (2018) who stated that, when overlooked, organizational/cultural barriers can create significant factors that are hard to overcome when actively attempting to move from the development of a succession plan to the hiring and training of a new successor.
The study showed that the organization type did not affect succession planning. This disagrees with Ogutu (2016) who noted that private limited company is thus more likely to have a succession planning and management blueprint than a partnership firm because at inception, private limited companies have a perpetual succession plan with clear structures and procedures. The study indicated that the organizations systems and processes are crucial to succession planning. The study agrees with the findings of PWC (2016) which showed that any successful business will need professional systems and processes to foster growth and innovation, and family businesses, this includes planning for the future of the family as well as the future of the firm. Interviews with some respondents called on firms to focus on accounting and valuation systems. Exit strategies for partners should also be looked at.

The study revealed that knowledge management is crucial to succession planning. The result agrees with Bracci & Vagnoni (2011) who state that knowledge management is crucial in ensuring the success of the firm, and business succession from one generation to another is conceptualized as a process of knowledge transfer, integration and creation. The study showed that the training and skills development provided is adequate and relevant for the firm’s succession journey. This agrees with Rothwell (2010) who states that training and development programs with regards to succession planning can either be closed or open, and work requirements, competencies, and success factors at all levels are identified and communicated.

5.3.2 Leaders Attributes and Succession Planning

The study showed the firms were led by their founders. This agrees with Sharma, Chrisman & Chua (2003) who state that many incumbent CEOs avoid facing the succession problem. The study revealed that the firm leaders were willing to transfer leadership. This result however disagrees with Sharma, Chrisman & Chua (2003) who state that, without the wholehearted commitment of the incumbent and the family to the process, it may be better to plan to sell the business than to plan for the transfer of leadership to the next generation.

The study showed that the leaders allow for new ways and ideas from the next generation. This agrees with Bracci & Vagnoni (2011) who state that it is critical for the incumbent generation to allow the new generation to take part in the decision-making process, and
for them to accept and consider new ways of doing operations, and new ideas coming from the new generation. The study indicated that the leaders believe there is a successor among the employees. The result disagrees with Santora et al. (2006) who observed that, for small firms especially creating a strategic leadership succession plan is one of the greatest challenges as they are dependent on single leaders and cannot develop prospective successors from within the organizations.

The study revealed that the leadership style has an effect on succession planning. This agrees with DeVries (1971) who observed that the successful entrepreneur who manages to lead the enterprise through the formative period of development into a stage of growth and maturity tends to follow a path which eventually may lead to his own functional self-elimination. The study showed that the leaders’ management experience affects succession planning. The result agrees with Oluwatayo & Amole (2011) who observed that, the experience of partners in an architectural form positively influences performance however the education level of the principal partners did not influence the performance of the firms.

The study revealed that the leader’s educational level in an architectural firm affects succession. This agrees with Oluwatayo & Amole (2011) who state that the experience of partners in an architectural form positively influences performance however the education level of the principal partners did not influence the performance of the firms. The study showed that the leader’s personality has an effect on succession planning. The result agrees with the study by Wong & Aspinwall (2004) found that the founders of SMEs that are the main stumbling block to the knowledge management process are those that have a personality that hoards knowledge, controls every aspect of their business, discredits trust and punishes mistakes.

The study indicated that the level of extraversion (sociable nature) in a leader affects succession planning positively. This agrees with Anderson et al. (2008) who observed that, agreeableness has been likened to friendliness, and agreeable people are not motivated to attain power and will not strategically network. The study showed that leaders whose personality hoards knowledge negatively affect succession. This agrees with Wong & Aspinwall (2004) who found that the founders of SMEs that are the main stumbling block to the knowledge management process are those that have a personality
that hoards knowledge, controls every aspect of their business, discredits trust and punishes mistakes.

5.3.3 Successors Attributes and Succession Planning
The study revealed that the potential successor’s attributes affect succession planning. This agrees with Gordon & Overbey (2018) who observed that regardless of the industry or organizational type, a qualified successor is expected to be a well-rounded leader who is competent in a multitude of managerial and leadership areas. The study showed that there is need to designate an heir apparent in the succession plan. This result disagrees with Groves (2007) who stated that for organizations to build a successful leadership pipeline they must ensure a flexible and fluid succession planning process by avoiding heir apparent designations, frequently updating lists of high potentials based on project-based performance, and basing succession decisions on a diverse pool of candidates.

The study indicated that the management competencies, technical skills and experience in successors affect succession planning. The result agrees with a study by Kuria & Kimutai (2018) on internal organization in construction firms in Kenya concluded that the technical skills and competencies of the employees are the main predictor of project performance. The study showed that long experience in a business are positive towards consideration of a successor. This is confirmed by Chrisman, Chua, & Sharma (n.d.) who stated that in order to assess successor competency within the family business, (proposes assessment on the following; education; experience in the family business; experience outside the family business; past performance; financial skills; marketing/sales skills; strategic-planning skills; technical skills; decision-making abilities and interpersonal skills.

The study revealed that the personality traits of successors affect succession planning. The result agrees with Oluwatayo & Amole (2011) who state that, focusing on architectural firms’ workforce and performance, they found that professional service firms seeking to improve performance should pay attention to the skilled professionals. The study indicated that the successors’ gender does not affect the succession plan. This disagrees with Ahrens et al. (2015) who observed that, with regards to family business, there are gender preferences that favor male family heirs in CEO successions in family firms. The result agrees with Humphreys (2010) who finds that the fathers’ mentoring support of their successor daughters inadvertently contributes to the modification of
traditional gender roles and the role men play among women who seek to change their status.

The study showed that the successors commitment to the organization affects succession planning. This result agrees with the study conducted by Chrisman et al. (n.d.) and found that integrity and commitment to business were the most important attributes of the successors. The study revealed that the successors willingness to take over affects the succession planning process. This is in agreement with Chrisman et al. (n.d.) and Ibrahim et al. (2004) who observed that the extent and quality of the successor’s participation in the company is considered very important for both family firms and non-family firms, and that this is especially true for larger firms.

The study indicated that trust of a potential successor comes before technical skill and entrepreneurial ability. The result agrees with Ogutu (2016) whose study concluded that partners or prospective partners and directors must fully be trusted to be part owners first before their entrepreneurial ability and strategic value is taken into consideration. The study showed that the source of successors either within the organization or from outside the organization does not affect the succession planning process. The result of this study disagrees with Schepker et al. (2017) who found that outside CEO succession negates long-term performance by enhancing strategic change, the same study finds that inside CEO succession has a significant positive influence, but only on long-term performance through lower strategic change.

5.4 Conclusions

5.4.1 Organizational Factors and Succession Planning

The study concludes that the organizational strategy is important to strategic planning in architectural firms in Nairobi, since it is part of the organization’s strategic plan. The organizational structure has a positive effect on succession planning, and the firm size affected the presence of succession planning in these organizations. The organizational culture affected the succession planning process, since it did not encourage external successors. The type of organization did not affect succession planning; however, organizational systems and processes were crucial to the planning. Knowledge management was crucial to succession planning. Training and skills development provided by firms was adequate and relevant for the firms’ succession journey.
5.4.2 Leaders Attributes and Succession Planning
The study concludes that the firms were led by their founders, and their leaders were willing to transfer leadership, since they allowed for new ways and ideas from the next generation. The leaders believed there was a successor among the employees, and their leadership style had an effect on succession planning. The leaders’ personality, educational level, management and experience affected succession planning. The level of extraversion (sociable nature) in a leader also affected succession planning positively, since leaders whose personality hoards knowledge negatively affects succession planning.

5.4.3 Successors Attributes and Succession Planning
The study concludes that the potential successor’s attributes affected succession planning because of the need to designate an heir apparent in the succession plan. Management competencies, technical skills and experience of the successors affect succession planning, especially the long experience in business being positive towards their consideration. The personality traits of successors affect succession planning, but their gender did not. This is positive especially since the result differs with the current industry norms where there are fewer women in the leadership of the firms. Successor’s commitment to the organization, and willingness to take over however affected succession planning in the firms. This is crucial especially since most firms are in their growth stages. Trust of potential successors came before technical skills and entrepreneurial ability, and the source of successors either within the organization or from outside the organization did not affect the succession planning process of the firms.

5.5 Recommendations
5.5.1 Recommendations for Improvement
5.5.1.1 Organizational Factors and Succession Planning
The study recommends that the managers and owners of the architectural firms in Kenya to ensure that they adopt simple systems that will have fewer red tape in place. This would ensure that the firms have processes that will be flexible and adaptable to the changes taking place around them, facilitating their succession planning.

5.5.1.2 Leaders Attributes and Succession Planning
The study recommends that the managers and owners of the architectural firms in Kenya to ensure that their leadership does not become the stumbling block to knowledge
management process in the firm. These leaders should willingly share their knowledge with their employees, and create a program of mentoring their successors with whom they should share their knowledge and experience.

5.5.1.3 Successors Attributes and Succession Planning

The study recommends that the managers and owners of the architectural firms in Kenya to ensure that they have flexible and fluid succession planning processes in place. This would facilitate the acquisition of skilled, knowledgeable and capable successors, and they should avoid using apparent and designated heirs who might lack the skill and knowledge of managing the firms.

5.5.2 Recommendations for Further Research

This study focused on examining the how internal firm factors affect the succession planning of architectural firms in Nairobi. This however should go down and narrow in on each factor to have a greater view of how each on its own acts on succession in architectural firms. There also needs to be a study into the successful succession and the key success factors outside the internal firm factors. External factors were also not studied and these may have an effect on the succession planning.
REFERENCES


Charan, R. (2008). Leaders at All Levels Deepening Your Talent Pool to Solve the


APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Gabriel Mwangi Waweru
P.O. Box 60300 – 00200,
Nairobi – Kenya.
USIU – AFRICA
Reg No 656548

Respondent’s Address,

Dear Sir/Madam,

RE: INTERNAL FIRM FACTORS ON SUCCESSION PLANNING: ARCHITECTURAL FIRMS IN NAIROBI COUNTY.

My name is Gabriel Mwangi Waweru and I am a graduate student at United States International University - Africa pursuing a Master of Science in Organizational Development (MOD). I am carrying out an assessment of internal firm factors on succession planning in architectural firms in Nairobi County in partial fulfilment of the Master’s degree program at United States International University-Africa (USIU-Africa).

The findings of this study will provide the management of architectural firms with an understanding of the key factors in the succession planning process. The information provided will be held in confidence and for academic purpose only. The questionnaire takes approximately 20 minutes to complete.

Yours sincerely,

Gabriel Mwangi Waweru
ID: 656548
APPENDIX II: QUESTIONNAIRE

Kindly tick the most appropriate answer(s) or fill in the information required. Your response will go a long way in making this study a success. This information will be treated with utmost confidence and will be used for the purposes of the research only.

Section A: General Information

1. Gender
   Male ( ) Female ( )

2. What is your role in firm (tick appropriately)?
   Partner/ Director ( ) Manager ( ) Architect ( )
   Graduate Architect ( ) Administrative Staff ( )

3. What is your level of education?
   Certificate ( ) Diploma ( ) Undergraduate ( )
   Graduate Msc ( ) Post Graduate PhD ( )

4. What is the business registration status?
   Sole Proprietor ( )
   Limited Liability Partnership (LLP) ( )
   Limited Liability Company (LTD) ( )

5. The organisation is in which generation?
   1st ( ) 2nd ( ) 3rd ( ) 4th ( )

6. How long have you worked for the organisation?
   Less than 1 Year ( )
   1-3 Years ( )
   4-5 Years ( )
   6-10 Years ( )
   10 Years and Above ( )
Section B: Organizational Factors and Succession Planning

1. Kindly indicate your level of agreement relating to the effect of the following statements on a scale of 1-5, by marking (X) or (√) to that which best describes your opinion of the statement where; (1) - Strongly Disagree, (2) - Disagree, (3) - Neutral, (4) - Agree, and (5) - Strongly Agree.

<table>
<thead>
<tr>
<th>No:</th>
<th>Succession Planning</th>
<th>1</th>
<th>2</th>
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<tbody>
<tr>
<td>1.</td>
<td>Succession planning is important to the organization</td>
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<td>2.</td>
<td>Succession planning in the organization is a planned process</td>
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<td>3.</td>
<td>Succession planning in the organization is done for all positions</td>
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<td>4.</td>
<td>The succession planning process involves all key stakeholders</td>
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<td>5.</td>
<td>The succession process within the organization is transparent and fair</td>
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<td>6.</td>
<td>Succession planning affects employee retention and satisfaction</td>
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<td>7.</td>
<td>The organization has had a transition in leadership</td>
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<td>8.</td>
<td>Succession planning in the firm is a board-driven process</td>
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2. Kindly indicate your level of agreement relating to the effect of the following statements on a scale of 1-5, by marking (X) or (√) to that which best describes your opinion of the statement where; (1) - Strongly Disagree, (2) - Disagree, (3) - Neutral, (4) - Agree, and (5) - Strongly Agree.

<table>
<thead>
<tr>
<th>No:</th>
<th>Organizational Strategy &amp; Succession Planning</th>
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<tbody>
<tr>
<td>1.</td>
<td>The organizational strategy is important to strategic planning</td>
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<td>2.</td>
<td>Succession planning is part of the organization’s strategic plan</td>
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<td>3.</td>
<td>The organizational structure has a positive effect on succession planning</td>
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<td>4.</td>
<td>The organization size affects the presence of succession planning in an organization</td>
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<td>5.</td>
<td>The organization culture affects the succession planning process</td>
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<td>6.</td>
<td>The organizational culture encourages external successors</td>
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<td>The organization type affects succession planning</td>
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<td>8.</td>
<td>The organizations systems and processes are crucial to succession planning</td>
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<td>9.</td>
<td>Knowledge management is crucial to succession planning</td>
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<td>10.</td>
<td>The training and skills development provided is adequate and relevant for the firm’s succession journey</td>
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Section C: Leaders Attributes and Succession Planning

3. Kindly indicate your level of agreement relating to the effect of the following statements on a scale of 1-5, by marking (X) or (✓) to that which best describes your opinion of the statement where; (1) - Strongly Disagree, (2) - Disagree, (3) - Neutral, (4) - Agree, and (5) - Strongly Agree.

<table>
<thead>
<tr>
<th>No:</th>
<th>Leaders Attributes and Succession Planning</th>
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<tbody>
<tr>
<td>1.</td>
<td>The Firm is led by the founder</td>
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<td>2.</td>
<td>The firm leader is willing to transfer leadership</td>
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<td>3.</td>
<td>The leaders allow for new ways and ideas from the next generation</td>
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<td>4.</td>
<td>The leader believes there is a successor among the employees</td>
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<td>5.</td>
<td>The leadership style has an effect on succession planning</td>
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<td>6.</td>
<td>The leader’s management experience affects succession planning</td>
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<td>7.</td>
<td>The leader’s educational level in an architectural firm affects succession</td>
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<td>8.</td>
<td>The leader’s personality has an effect on succession planning</td>
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<td>9.</td>
<td>The level of extraversion (sociable nature) in a leader affects succession planning positively</td>
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<td>10.</td>
<td>Leaders whose personality hoards knowledge negatively affect succession</td>
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</table>
Section D: Successors Attributes and Succession Planning

4. Kindly indicate your level of agreement relating to the effect of the following statements on a scale of 1-5, by marking (X) or (√) to that which best describes your opinion of the statement where; (1) - Strongly Disagree, (2) - Disagree, (3) - Neutral, (4) - Agree, and (5) - Strongly Agree.

<table>
<thead>
<tr>
<th>No:</th>
<th>Successors Attributes and Succession Planning</th>
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<tbody>
<tr>
<td>1.</td>
<td>The potential successor’s attributes affect succession planning</td>
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<td>2.</td>
<td>There is need to designate an heir apparent in the succession plan</td>
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<td>3.</td>
<td>Management competencies, technical skills and experience in successors affect succession planning</td>
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<td>4.</td>
<td>Long experience in a business are positive towards consideration of a successor</td>
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<td>5.</td>
<td>The personality traits of successors affect succession planning</td>
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<td>6.</td>
<td>The successors gender affects the succession plan</td>
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<td>7.</td>
<td>The successors commitment to the organization affects succession planning</td>
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<td>8.</td>
<td>The successors willingness to take over affects the succession planning process</td>
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<td>9.</td>
<td>Trust of a potential successor comes before technical skill and entrepreneurial ability</td>
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<td>10.</td>
<td>The source of successors either within the organization or from outside the organization affects the succession planning process</td>
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The End

Thank You for Your Time and Insights